

Legal Name of Consulting Firm or Independent Consultant: Envision Consulting

Legal Structure of Organization: LLC

Year Practice Founded: 2010

Number of Individuals in Firm : 8 staff

Names and Titles of Individuals in Firm: Matt Kamin, Co-Founder
Allison Fuller, Co-Founder
Suzanne Elliott, Vice President
Jennifer Lobenhofer, Senior Consultant
Valerie Lord, Senior Consultant
Melissa Montoya, Search Operations Manager
Lindsay Hallin, Account Manager
Rosie Chuong, Marketing Manager

Languages Spoken on Staff: English
Spanish
French

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Geographic Area Served by Firm: Greater Los Angeles Area
San Francisco
Greater New York City Area
New Jersey
North Carolina
Denver, Colorado
Washington, D.C.

Any additional, relevant information regarding your consulting practice:

After spending more than 20 years founding and running nonprofit organizations, we are inspired by the power of nonprofits. Great missions, great leaders, and great strategy can make outstanding impact; but only when everything works together. That's why we founded Envision Consulting, an innovative consulting firm that specializes in providing leadership strategy and search solutions exclusively to nonprofit organizations. Our mission is to leverage our experience in the nonprofit sector to positively impact those organizations that change our communities.

How many strategic restructuring negotiations have you been involved with?

13

How many NSI funded strategic restructuring negotiations have you or your firm been involved with?

5

Name all NSI-funded negotiations:

AbilityFirst and FVO Solutions
Boys & Girls Club of the Foothills and Boys & Girls Club of West San Gabriel Valley
YWCA Glendale and YWCA Pasadena-Foothill Valley
Stars and Harambee
Arts for LA and Emerging Arts Leaders Los Angeles

How would you describe the range of diversity reflected in your firm's consultants?

Envision consultants reflect much of the vibrant diversity of our communities in terms of ethnicities, languages spoken, sexual orientation, religion, economic upbringing, ages, professional experience, and geographic origin. Our consultants identify as Latino, Cambodian, Caucasian, Christian, and Jewish. We incorporate cultural competence and diversity through many facets of our work, including organization assessments, strategic planning, leadership development, board development, executive search, coaching, and public trainings/presentations. For example, we hosted a leadership summit focused on diversity, equity and inclusion in building sustainable organizations. We also conduct trainings on addressing diversity, equity and inclusion in nonprofits that have been well received by nonprofit clients and partner organizations, including the Social Enterprise Alliance.

We always seek to understand the communities served by our clients through listening, research and reflection.

Briefly describe 1-3 examples of restructuring negotiations with which you have been involved:

--- AbilityFirst and FVO Solutions ---

THE CHALLENGE

Two deeply impactful and beloved service organizations based in Pasadena, AbilityFirst and FVO Solutions, wanted to expand and innovate opportunities for people with disabilities in the form of employment and social enterprise. The two organizations shared a similar vision, mission and core values. Each organization's unique strengths presented the opportunity for better outcomes and a larger variety of programs by joining forces.

With more than 90 years of experience and more than 50 years in Pasadena, AbilityFirst (formerly known as the Crippled Children's Society of Southern California) provides a variety of programs designed to help people with disabilities achieve their full potential throughout their lives. AbilityFirst programs help individuals successfully transition from childhood to adult life; provide employment preparation, training, and experience; build social connections and independence; and offer both participants and their caregivers an opportunity to refresh and recharge through recreational activities. AbilityFirst has over 450 staff members, 13 centers/programs, strong governance, and extensive marketing capabilities.

With more than 50 years of experience in Pasadena, FVO Solutions (formerly known as Foothill Vocational Opportunities) is one of the most innovative nonprofit organizations serving people with developmental disabilities by providing vocational opportunities through social enterprise. With approximately 30 staff members and deep operational expertise, FVO Solutions runs a production facility with a variety of job and training opportunities for individuals with developmental disabilities.

THE SOLUTION

Envision Consulting was engaged by AbilityFirst and FVO Solutions in late 2018 to facilitate the strategic restructuring exploration process. We started by forming a "design committee" representing both organizations to lead the exploration. Then we conducted a

comprehensive survey with both boards to understand goals and motivations for a possible strategic restructuring, candid perspectives on strengths and weaknesses, and potential issues that might hinder an agreement. By facilitating a discussion about the survey findings with the design committee, we were able to kickstart a transparent and productive process.

The next phase involved due diligence assessments for each organization across the categories of governance, programs, financials, fundraising, human resources, and operations. To prepare our assessments and recommendations, we reviewed hundreds of documents and conducted stakeholder interviews. Each organization reviewed their respective due diligence reports first with Envision, which provided the opportunity for organizational growth and development, even if a strategic restructuring was not pursued. Then we “swapped” reports and helped each organization better understand the other’s current situation, as well as where the opportunities and potential issues might arise through a partnership.

By spring 2019, AbilityFirst and FVO Solutions were ready to move forward with negotiating conditions for a merger, and then both boards of directors voted to engage attorneys and take steps to formalize the partnership. This concluded the first phase of “exploration.”

From June 2019 – February 2020, Envision worked with AbilityFirst and FVO Solutions on implementation planning (the second phase of the NSI engagement). Our work included facilitating the merger implementation committee, planning and implementing communications, updating the new organizational chart and key job descriptions, conducting compensation comparisons, preparing merger impact fundraising analysis, creating and supporting fund development action plan with current and potential funders/donors, and supporting local government approvals. Meanwhile, attorneys for each organization conducted additional legal due diligence to support the vetting and approval process.

THE OUTCOMES

The merger agreement between AbilityFirst and FVO Solutions was finalized in February 2020, and it was approved by the state in May 2020. AbilityFirst continues to work through long-term merger integration in order to fully realize the potential benefits of joining forces.

The long-term goals for the merger are to offer innovative, person-centered employment opportunities to more individuals with developmental disabilities in the Pasadena area, while also building internal capacity and increasing operational efficiencies.

--- Dubnoff Center for Child Development ---

THE CHALLENGE

In February 2011, the Dubnoff Center for Child Development projected a \$400,000 loss for the fiscal year due to a reliance on government contracts and falling enrollments in the Day School. An independent financial audit confirmed this projection and further estimated significant cash shortfalls within months that threatened to halt agency operations and programs.

Immediate actions were taken, including administrative pay cuts and furloughs. However, projections remained weak and the agency was forced to draw down the entire line of credit (\$150,000) to keep programs running.

Envision Consulting was contracted directly by the Board of Directors to perform a two-week analysis on the revenues, fundraising and internal operations of the Dubnoff Center to ascertain both the causes for the financial situation and to make recommendations to avoid possibly agency closure (including consideration of a strategic restructure and other operational, partnership, and merger models).

THE SOLUTION

Envision conducted data-gathering of the Dubnoff Center, learning background information, touring facilities, and interviewing key staff. We also analyzed documents and data to fully understand the agency's past and current situation.

We proposed four viable, strategic options to address the Dubnoff Center's financial hardships:

- Agency acquisition or merger
- Partial agency closure
- Community center transformation
- Programming growth with a focus on autism

We also proposed the following initiatives to strengthen the agency's operations:

- Increasing volunteer driven projects
- Gaining earned income through facility leasing
- Creating compelling programming to attract new donors
- Outsourcing certain operational functions
- Community engaging events for agency awareness

THE OUTCOMES

After reviewing recommendations from Envision, the Board of Directors opted to pursue a merger. Additionally, they engaged Envision to act as Interim CEO.

Multiple organizations were considered for the merger and Penny Lane was determined to be the best fit. Envision facilitated the entire merger process, including negotiation of contracts (ie. with Department of Children and Family Services, Departments Mental Health). Envision hosted contractor and partner meetings to facilitate the transfer of clients and licenses. Envision also closed out Dubnoff's outstanding audit.

The process resulted in a successful acquisition of Dubnoff Center for Child Development by Penny Lane.

During the 15 months of Interim CEO engagement, Envision helped the agency achieve:

- A successful merger and acquisition
- Reduction in expenses (22% administration and 13% overall)
- Beautification and enhancement of facility for community use through significant repairs and equipment additions
- New funding from grants, direct mail and fundraising yielding more than \$125,000 and an additional \$75,000 from facility rental contracts

Identify all nonprofit areas within which you have worked as a paid employee or consultant:

Arts, Advocacy, Animal Welfare, Child Welfare, Charter Schools, Developmental Disabilities, Social Service, Education, Health, Housing, Homelessness, Immigration, Legal, Social Justice, Veteran

Add any other information you feel would aid in understanding the value you or your consulting firm can bring to a strategic restructuring negotiation:

STRATEGIC RESTRUCTURE and MERGER EXPERIENCE (NOT NSI FUNDED)

- Dubnoff Center for Child Development
- Penny Lane
- Pathways L.A.
- Healthy Child Healthy World
- The Environmental Working Group
- Children's Nature Institute
- Los Angeles Youth Network
- Palisades Emergency Residents Corporation
- Dress for Success Worldwide

Reference Client #1, Name of Organization:

AbilityFirst

Name of other organizations involved in the negotiation:

FVO Solutions

Reference Client #1, Contact Name:

Lori Gangemi

Reference Client #1, Contact Phone:

(626) 396-1024

Reference Client #1, Contact Email:

Lgangemi@abilityfirst.org

Brief description of the strategic restructuring project:

AbilityFirst first engaged Envision Consulting to facilitate a strategic restructuring exploration with FVO Solutions, and then extended the project to support implementation of the merger. Both phases of the project spanned November 2018-February 2020.

Reference Client #1, Name of Organization:

Boys & Girls Club of the Foothills

Name of other organizations involved in the negotiation:

Boys & Girls Club of West San Gabriel Valley

Reference Client #2, Contact Name:

John Wilson

Reference Client #2,
Contact Phone: (626) 305-5353

Reference Client #2,
Contact Email: jwilson@foothillsbgc.org

Brief description of the strategic restructuring project: Boys & Girls Club of the Foothills and Boys & Girls Club of West San Gabriel Valley hired Envision Consulting to facilitate a merger exploration. The project also involved coordination with Boys & Girls Club of America. Though the two clubs ultimately decided not to merge, both organizations received from Envision a comprehensive organizational assessment and recommendations to support sustainability and impact going forward.

Any additional client references: YWCA Glendale
Tara Peterson
818-242-4155
tarapeterson@glendaleywca.org

YWCA Glendale and YWCA Pasadena Foothill-Valley engaged Envision Consulting to explore a strategic restructuring. During the due diligence and visioning process, the organizations expanded their joint programming. In June 2020, both organizations approved resolutions to move forward with merger exploration.

Consultant #1, Name: Matt Kamin

Consultant #1, Email: matt@envisionnonprofit.com

Consultant #1, Education (list only name of school, major and degree): - American Jewish University, MBA, Nonprofit Management
- University of California, B.A., Arts, History

Consultant #1, Employment history (list only name of employer, title and dates employed): - Envision Consulting, Partner & Co-Founder 2011-present
- Los Angeles Youth Network, Executive Director 2009-2011
- Children's Nature Institute, Executive Director 2008-2009
- Youth for Charity, Co-Founder 2005-2008
- Palisades Emergency Residence Corp, Executive Director 2004-2008

Consultant #1, Awards or certifications (list only name of award and date received):

- Robert Mendez, State Senator Commendation, PERC 2006

Consultant #1, Nonprofit board membership (list only name of organization and dates served):

- Community Foundation of the Valleys, Advisory Board 2011-present
- Tierra Del Sol, Board of Directors 2017-2020
- Friends of the Israel Sport Center for the Disabled, Board of Directors 2003-2006

Consultant #2, Name:

Allison Fuller

Consultant #2, Email:

allison@envisionnonprofit.com

Consultant #2, Education (list only name of school, major and degree):

- University of Colorado Boulder, B.A., Political Science

Consultant #2, Employment history (list only name of employer, title and dates employed):

- Envision Consulting, Partner & Co-Founder 2011-present
- Los Angeles Youth Network, Director of Operations & Marketing 2009-2012- LEAP Foundation (Ladies for Empowerment, Altruism & Philanthropy), President and Founding Member 2007-2012
- The Children's Nature Institute, Director Community Outreach 2008-2009
- Heritage Escrow, Escrow Officer 2005-2007

Consultant #2, Awards or certifications (list only name of award and date received):

- Certified Escrow Officer 2006

Consultant #2, Nonprofit board membership (list only name of organization and dates served):

- YWCA Glendale, Board of Directors 2016-2018
- Ghetto Rescue Foundation, Board of Directors 2014-2016
- HOA President, 2009-2011

Consultant #3, Name:

Suzanne Elliot

Consultant #3, Email:

suzanne@envisionnonprofit.com

Consultant #3, Education (list only name of school, major and degree):

- New York University - Leonard N. Stern School of Business, MBA
- Duke University, B.A., Public Policy Studies

Consultant #3, Employment history (list only name of employer, title and dates employed):

- Envision Consulting, Vice President 2016-present
- Elliott Strategies, Principal 2013-2016
- China Institute, Executive Vice President 2013
- Dress for Success Worldwide, Chief Operating Officer 2011-2013
- Dress for Success Worldwide, Executive Vice President of Resource Development and Strategic Marketing 2006-2011
- National Down Syndrome Society, Vice President of Marketing and Strategy 2003-2006
- Hill & Knowlton, Account Supervisor 1999-2003
- JPMorgan, Internal Consultant 1998-1999

Consultant #3, Awards or certifications (list only name of award and date received):

- Andy Robinson Facilitation Training 2016

Consultant #3, Nonprofit board membership (list only name of organization and dates served):

- Girls on the Run of Los Angeles, Board of Directors 2016-2019 (Chair 2019)
- Habitat for Humanity of Ventura County, Fund Development Committee 2017-2019
- Duke SoCal Women's Forum, Steering Committee 2017-2019
- Greater Conejo Valley Chamber of Commerce, Nonprofit Committee 2016-2019
- Nonprofit Leadership Council of Ventura County, Steering Committee 2016-2019
- Executive Programs Alumni Committee, NYU Stern, Member, Chair 2011-2016
- Dress for Success Worldwide-West, Advisory Council Member 2014-2016

Consultant #4, Name:

Jennifer Lobenhofer

Consultant #4, Email:

jennifer@envisionnonprofit.com

Consultant #4, Education (list only name of school, major and degree):

- University of North Carolina at Chapel Hill, MRP, City & Regional Planning
- Miami University, MA, Political Science
- Millikin University, BA, Political Science

Consultant #4, Employment history (list only name of employer, title and dates employed):

- Envision Consulting, Senior Consultant 2020-present
- JSL Community Strategies, Owner and Principal Consultant 2010-present
- California Lutheran University, Adjunct Faculty 2010-2020

	<ul style="list-style-type: none"> - UNC School of Government, Program Director 2005-2009 - UNC Center for Community Capital, Associate Director 2001-2005
Consultant #4, Awards or certifications (list only name of award and date received):	<ul style="list-style-type: none"> - Ventura County Leadership Academy, Cohort XXI 2015-2016 - Ventura County Community Foundation Center for Nonprofit Leadership, Outstanding Faculty Award, 2015
Consultant #4, Nonprofit board membership (list only name of organization and dates served):	<ul style="list-style-type: none"> - Workforce Education Coalition, Board of Directors 2019-present - California Lutheran Center for Nonprofit Leadership, Advisory Committee Member and Program Design Committee Chair 2019-present - Sara Elizabeth Stubblefield Memorial Foundation, President 2011-present - Ventura County Civic Alliance, Workforce Education Committee 2014-2016 - Ventura County Community Foundation Center for Nonprofit Leadership, Faculty and Advisory Committee 2013-2015 - Epilepsy Foundation of Greater Los Angeles, Board of Directors 2013 - 2015
Consultant #5, Name:	Valerie Lord
Consultant #5, Email:	valerie@envisionnonprofit.com
Consultant #5, Education (list only name of school, major and degree):	<ul style="list-style-type: none"> - Colgate University, BA, English Literature - Milano School of Policy, Management and Environment, MS Nonprofit Management
Consultant #5, Employment history (list only name of employer, title and dates employed):	<ul style="list-style-type: none"> - Envision Consulting, Senior Consultant 2018-present - Valerie Lord Consulting, Consultant 2016-2018 - Hollywood Police Activities League (Hollywood PAL), Executive Director 2013-2016 - Bright Prospect, Director of Development and Communications 2011-2013 - New England Society in the City of New York, Executive Director 2009-2011 - Better Business Bureau, Associate Programs and Services / Grant Writer 2008 - St. George's Society of New York, Membership Director 2005-2008

Consultant #5, Awards or certifications (list only name of award and date received):

- Certificate in Organizational Change Management, Milano School of Policy, Management and Environment

Consultant #5, Nonprofit board membership (list only name of organization and dates served):

President of the Hollywood Rotary Club 2015-2016

Consultant #6, Name:

Rosie Chuong

Consultant #6, Email:

rosie@envisionnonprofit.com

Consultant #6, Education (list only name of school, major and degree):

-California State University, Fullerton, B.A., Communications 2007-2011

Consultant #6, Employment history (list only name of employer, title and dates employed):

- Envision Consulting, Marketing Manager 2015-present
- The Exchange LA, Marketing Manager 2016-present
- National Multiple Sclerosis Society, Pacific South Coast Chapter Marketing Manager 2013-2015

Consultant #6, Awards or certifications (list only name of award and date received):

- American Red Cross Orange County, Special Recognition Award 2008

Consultant #6, Nonprofit board membership (list only name of organization and dates served):

- Khmer Student Coalition Conference, California State University, Fullerton 2012
- Cambodian Student Association, California State University, Fullerton - 2008 – 2011