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Center for Nonprofit Management

Center for Nonprofit Management

1000 North Alameda Street
Suite 250
Los Angeles, CA 90012

T (213) 266-8484
F (213) 266-8485

cnmsocal.org

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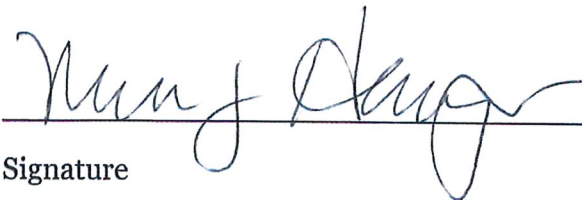
June 26, 2019

Board of Directors Governance Consulting Services
RFP NUMBER: BP-01-19
32nd District Agricultural Association
OC Fair & Event Center/Administration Building
88 Fair Drive
Costa Mesa, CA 92626

Submission of this proposal signifies that all terms, conditions, requirements, protest procedures, performance measures and instructions concerning the award of the RFP #: BP-01-19 to which this proposal responds, have been read and understood. Further, in signing this letter, as the authorized representative of the submitting Bidder, it is expressly agreed by the Bidder that failure to have provided accurate and truthful information in this proposal or any deviation from any requirement or performance measure stated in the RFP shall constitute grounds for rejection of this proposal. And further, Bidder agrees that if the submitted proposal is not in the format of the RFP, Bidder's proposal will be deemed non-responsive.

Maura J. Harrington, Senior Vice President

Print Name & Title



Signature

06/26/2019

Date

TECHNICAL PROPOSAL

About the Center for Nonprofit Management. Established in 1979 by the corporate and foundation community as a professional development and management resource for the burgeoning nonprofit sector, the Center for Nonprofit Management (CNM) is the premier Southern California source for management education, training, and consulting throughout the region. Our mission is to foster thriving communities by ensuring that nonprofit leaders and organizations have the knowledge, skills and resources to fulfill their mission. Our training and consulting team offers decades of combined experience, providing support and expertise to a range of sizes and types of nonprofit organizations in developing stronger organizations, tracking and measuring outcomes, and telling their stories of success.

From core management fundamentals to executive coaching, in-depth consulting and counsel in planning, evaluation and organizational effectiveness, CNM supports individuals and teams in being adaptable, effective leaders and assists organizations in building stronger structures, processes and programs to best support the achievement of mission and attain intended outcomes. All of our activities and services are informed by academic and business theories and principles and are grounded in available local data and best practices.

The CNM consulting team, led by CNM's Senior Vice President, Maura Harrington, PhD, MBA, is highly experienced in working with boards, commissions and other governing or accountable groups (both nonprofit and public) as well as with the leadership within agencies and organizations. Team members are expert at assisting organizations in achievement of goals through effective and efficient operations supported and regulated by up-to-date policies and procedures. The team has supported organizations by conducting organizational development, strategic planning and evaluation and assessment processes for a range of entities, from individual organizations to regional consortia, from small to large budgets. All senior strategists and executives have years of experience in the sector, working in leadership roles in organizations as well as in consulting and philanthropy. We take a highly participatory approach, working with the client to co-design and implement the planning process. If selected to support your organization, a project team will be assigned that aligns with your goals, objectives and timelines. The project lead will leverage the knowledge and expertise of other senior level CNM colleagues as needed and will work closely with CNM Research Associates, Senior Project Managers and Project Coordinators on relevant components of the engagement. Bios for the CNM consulting team are presented below and a list of recent clients is attached.

SECTION ONE: Experience, Qualifications & Availability of Bidders Team Members:

a. Relevant experience with projects of similar size and scope of work:

Experience with governance policies and policy implementation

The CNM team has deep experience working with governing boards to refine, rewrite, and institute new governance policies and procedures across boards of varying size and structure. All CNM executives and consulting staff are Certified Nonprofit Board Consultants with access to the most current and leading practices and resources for nonprofit board governance and leadership. Our approach is highly participatory, utilizing proven communications, engagement, and prioritization tools and methods which allow for creative and dynamic group-level, one-to-one discussion and consensus building for supporting policy change and ensuring implementation of new policies. We prioritize and balance this inclusive process against an adherence to regulatory standards, legal compliance, and the appropriate policies and procedures needed to ensure changes are both appropriate and lawful.

b. Three references from work within the past 5 years for similar size projects for three different organizations:

[Two Board Members, One Executive Staff Member]

Reference #1: PIHRA (Professionals in Human Resources Association)

- i. Description of organization:
The Professionals in Human Resources Association (PIHRA) is the largest global chapter of the Society for Human Resource Management (SHRM). Representing more than 3,500 individual members from over 2,500 companies, PIHRA is organized into 16 locations, serving communities in Los Angeles, Orange, Riverside, San Bernardino and Ventura counties. Incorporated in 1945, PIHRA is dedicated to the continuous enhancement of human resources through networking, learning and advocacy.
- ii. Contact: Susan Bowman, SPHR, PHRca, SHRM-SCP, Senior Human Resources Manager
- iii. Phone number: 661-951-7591 Office / 661-466-7934 Mobile
- iv. Email address: Susan.G.Bowman@riteaid.com (Chair of Operations Implementation Committee)
- v. Key Project personnel: Maura Harrington: project lead responsible for design and delivery of the project.

- vi. Description of scope of work: Strategic planning process; including development of the new board governance structure, new bylaws and board and organizational policies; facilitated board / staff subcommittee in developing companion operations plan and procedures to support implementation of new bylaws and board governance structure.
- vii. Description of how the contractor engaged a diverse outside stakeholder constituency: CNM utilized a variety of methods to engage stakeholders and constituents including: online surveys of full membership group, board of directors and staff; 1-1 interviews with Board Members, staff and external stakeholders including partners, competitors, customers, and focus group of Board Members.

Reference #2: Culver City, City Council

- i. Description of organization:
Culver City named after its founder, Harry Culver is mostly surrounded by the city of Los Angeles, but also shares a border with unincorporated areas of Los Angeles County.. As of the 2010 census, the city had a population of 38,883. The five-member elected City Council provides overall policy directions which serve to maintain and improve the quality of life in the City of Culver City, while being open and responsive to the changing needs, desires and interests of the citizenry. In 2018, CNM facilitated City Council in a strategic planning process that culminated in on October 22, 2018 the City Council adopted its 2018-2023 Strategic Plan. The Strategic Plan provides the City with a guiding document, setting priorities for the next five years. Strategic planning is a method by which the City Council plans and prioritizes its goals in a transparent and accountable manner. A Strategic Plan enables the City to efficiently move the community forward. Decision making about government services considers our needs, while balancing available resources and utilizing best practices to deliver services and support for Culver City's long term success. This Strategic Plan informs the City Budget, as well as act as a roadmap to guide us from vision to reality. The City uses this Plan to align our limited resources with prioritized initiatives, which connect to a broader vision for our community's future. The Strategic Plan renews the City Council's pledge to Culver City—the commitment to live up to our heritage of being "The Heart of Screenland" in our pursuit to make Culver City the ideal place to live, do business, visit, and attend school.

- ii. Contact: Jim B. Clarke, former Mayor
- iii. Phone number: (310) 775-1664
- iv. Email address: jimbclarke@gmail.com
- v. Key Project personnel: Regina Birdsell, President & CEO and Leslie Robin, Senior Strategist
- vi. Description of scope of work: CNM facilitated the City Council, with input from the City staff and the public in a strategic planning retreat to identify goals and objects to direct the city and the work of the council over the next three-five years. This was the first time the City Council under the leadership of Mayor Jim Clark led the city in a Strategic Planning Process. The process allowed the city council member to share their vision for the city and develop a series of share priorities. Council members identify priorities in which they with staff partnership with provide leadership and direction. The plan is used the form of the Community Planning process currently underway. One of the goals was to increase civic engagement. The city, through the City Council in partnership with CNM, West Los Angeles, Community College, the Culver City Chamber of Commerce and the Exchange Club recently graduated it first class of Leadership Culver City
- vii. Description of how the contractor engaged a diverse outside stakeholder constituency: The City Council Strategic Planning Retreat was an open meeting. The community received the public notice of the meeting with the agenda in accordance with the Brown Act requirements. The meeting was open to the community. After the Council engagement in discussion and setting of priorities that outcomes were open for public input and comment. After general public council the city council, city staff and community members discussed the priorities then developed general direction moving forward. Before approval, the draft plan was open for public comment. Implementation of the individual priorities engage the community in develop the plan of action and strategies moving forward

Reference #3: Drew Child Development Corp. (Drew CDC)

- i. Description of organization:
Drew provides a portfolio of unique programs and services to strengthen and enrich the lives of some of our nation's most vulnerable children and their families. For more than 20 years, Drew CDC has been instrumental in making a difference in the South Los Angeles Community. We have dedicated our mission to

providing groundbreaking, innovative, high quality programs that are outcome driven and best practices supported. Our values of accountability, integrity, and respect govern our decision-making and ensure that everything we do strives to promote the health and well-being of those whom we serve.

- ii. Contact: Mike Jackson, PhD, President and CEO
- iii. Phone number: (323) 249-2950 ext. 123
- iv. Email address: mjackson@drewcdc.org
- v. Key Project personnel: Maura Harrington: project lead responsible for design and delivery of the project, Leslie Robins Senior support staff
- vi. Description of scope of work: Organizational assessment to assess the organizational culture and climate of the organization as perceived by the leadership and staff throughout the organization. Data collection included surveys, interviews and focus groups. Recommendations were co-developed with a subcommittee of the organization on policy and procedure changes. An all staff retreat was conducted to discuss recommendations and develop implementation plans.
- vii. Description of how the contractor engaged a diverse outside stakeholder constituency: Stakeholders throughout the organization were provided various opportunities for engagement in and to give voice to the survey. Presentations to staff were made by the contractor to inform and engage staff members in the online and paper survey. Data from the survey were analyzed and results shared with leadership and staff and discussions facilitated to better understand the results and develop recommendations.

c. Examples of work that demonstrates Contractor's working knowledge of Bagley-Keene Act, Brown Act and/or Robert's Rules of Order.

A substantial portion of our work deals with public agencies, which must conform to the requirements of the Bagley-Keene and Brown Act, and using Robert's Rules of Orders. Team members are experienced in designing plans that take into consideration all aspects of planning for and facilitation of board/commission meetings to adhere to requirements for opening meetings and procedures. The team has worked with such boards to ensure proper and timely public notification of meetings, open access to meetings with needed accommodations, including the agenda item for required public and ensuring that discussions and decision-making were conducted

correctly. Examples of such public agencies include City of Santa Monica Housing Commission, City of Santa Monica Human Services Commission, First 5 LA Commission, City of Pasadena Human Services Commission, and Culver City City Council. Team member Harrington has served on several commissions; one of which was the City of Pasadena Human Services Commission. During her 10-year tenure, she served as vice chair and chair and oversaw the development of new grant distribution guidelines and the development of an updated city policy on children, youth and families which incorporated community wide input within the Brown Act guidelines. In addition, several team members have held executive leadership positions in nonprofit organizations, with the responsibility of working with and ensuring that the board consistently operates according to Robert's Rules of Order.

d. Individual Capabilities, Qualifications, Relevant Experience and Roles of Team Members:

**Regina Birdsell
President & CEO**

Regina Birdsell's executive leadership, philanthropic drive, and tireless dedication to the community are representative of the inspiration and vision she brings to the Center for Nonprofit Management. For over 20 years, Regina has been collaborating with business, philanthropy, government, nonprofit executives, and Board Members to support and achieve common goals across Southern California.

Regina began her career at Eyewitness News in Los Angeles, served as press secretary for California's Attorney General, worked in public affairs at Children's Hospital, ran the New Los Angeles Marketing Partnership in collaboration with Mayor Riordan and 100 corporate leaders, and was appointed by the Governor to lead the consumer advocate office within the state's powerful Public Utilities Commission.

Recognized by the Los Angeles Business Journal for "Making a Difference", Regina provides executive level counsel to senior executives and board leaders. She is a much sought after facilitator for a broad range of public and private sector organizations throughout the county. She is contacted on a regular basis by local, regional and national publications and media for commentary on key issues impacting the community, in leadership, strategic management, policy, philanthropy and other topics. Regina is active in numerous civic, business, social sector and academic organizations throughout the region, including a role as an adjunct professor at the Price School at USC.

Maura J. Harrington, Ph.D., MBA
Senior Vice President

Dr. Harrington is widely recognized for her expertise in evaluation design and strategy and in all aspects of organizational development with a focus on strategic planning. Dr. Harrington has been providing consulting and research services to nonprofits, foundations and public agencies for more than 27 years. At CNM, she oversees programs and operations related to building individual and organizational capacity and provides consulting and training services to a broad range of organizations in the nonprofit as well as in the public and private sectors of all sizes and stages of development. She also serves as an adjunct professor at the USC Schools of Social Work and Psychology, teaching courses on Social Work Research, Evaluation and Organizational Psychology.

Dr. Harrington has a Ph.D. in Organizational Behavior from the Claremont Graduate School, an MBA from the Peter Drucker Graduate Management Center and a BS in Psychology from Georgetown University. She is an active member of the American Evaluation Association, past Chair of the Independent Consulting Topical Interest Group and past Chair of the City of Pasadena Human Services Commission. She is a certified BoardSource Trainer, a certified Advanced Associate and Trainer for the Connective Leadership Institute and has completed certification as an executive coach through the International Coaching Federation.

Leslie Robin
Senior Strategist

Leslie Robin brings to CNM over 30 years of expertise in the nonprofit philanthropic field at the local and national level. At CNM, Leslie utilizes her consulting, training, and executive coaching skills to support the nonprofit industry and its leaders. She is a trailblazer for fostering change and meeting social and community needs through strategic planning, board and leadership planning, and organizational development. Her all-encompassing nonprofit experience includes organizations in the arts, education, Jewish communal, environmental, public safety, and health agencies. Leslie is a member of the Association of Talent Development (ATD) and the International Coaching Federation (ICF). She holds a Master's in Urban Planning from the school of Public Administration from New York University, a B.S. in Business Administration from UC Berkeley, a Certified Governance Trainer for BoardSource and an Associate Certified Board with the International Coach Federation. Her other involvement includes being a Visiting Lecturer at Hebrew Union College in Los Angeles.

As a Certified Governance Trainer for BoardSource Leslie has worked with a wide range of nonprofit organizations and their boards to develop their boards, train new and veteran Board Members, develop policies and procedures to guide the work they are doing and engaged in planning for the short term and long-term. Working in the nonprofit field and as a urban planner in the public sector Leslie had the opportunity to support both nonprofit boards and government commission in setting direction, fulfilling their responsibilities and developing and approving resolutions and policies.

Pamela Saelieb, MS

Senior Strategist

Pamela Saelieb has spent her career designing programs that inspire, motivate, and achieve social good. Pam's prior experience includes consulting with philanthropists to develop more effective grant making strategies and with community organizations to build leadership strength and sustainability. Paired with a deep understanding of organizational capacity, including operations, finances, communications, and boards, Pam uses her strengths in research-based methodologies and learning strategies to oversee CNM's learning programs and deliver quality education and support to clients. Pam previously managed operations and programs with the Roy & Patricia Disney Family Foundation and served as Senior Manager at the Los Angeles Area Chamber of Commerce, where she led leadership development and civic engagement programs for the Southern California Leadership Network. Pam also served as an Advisory Services Consultant with the Taproot Foundation where she delivered customized programming for Fortune 500 clients to engage their employees and conducted in-depth research for corporations and foundations.

She holds an MS in Applied Organizational & Consumer Psychology from USC and a BA in International Development Studies from UCLA. She was an IGNITE Fellow at NYU's Robert Wagner Graduate School of Public Service.

Christine Newkirk, MA

Senior Project Manager

Christine is an applied anthropologist who brings to CNM more than 10 years of experience in public health and education program management, evaluation, and research. Her work has focused on community engagement and participation using her areas of expertise, which include the social and economic determinants of health disparity in metropolitan areas of the United States and Latin America. At CNM, she manages research and evaluation project design, implementation, and reporting.

Prior to joining CNM, Christine worked for the Center for Healthy Communities at UC Riverside developing recommendations for holistic and culturally responsive public health interventions for farmworkers in the Eastern Coachella Valley. She was also the Director of a college access program for first generation college students in Central Los Angeles. Her dual background in nonprofit program management and evaluation technical assistance gives her the ability to engage with and understand the goals of a variety of stakeholders. Christine holds an M.A. in International Affairs from the New School University in New York, an M.A. in Cultural Anthropology from the University of Alabama, and a B.A. in Anthropology and Biology from Grinnell College in Iowa.

Jennifer Moran
Program Coordinator, Consulting

After working with Los Angeles based nonprofits in the media industry for over three years Jennifer took the jump from a career in media to the nonprofit sector. Her ability to utilize her transferable skills make her an extremely resourceful and reliable administrative professional. At CNM, Jennifer organizes and supports management activities for the client services department with consulting projects. She also fields and responds to project requests and supports organizational development and research projects. Prior to CNM, Jennifer was actively involved in voter outreach for the Ready for Hillary campaign, worked with Google on a home delivery start-up program, substitute taught, and enjoyed an entertaining career with Los Angeles Magazine, which helped her become an expert of all things LA. Born and raised in Los Angeles she is bi-lingual in Spanish and English and holds a B.S. in History and Administrative Studies in Marketing from the University of California, Riverside.

e. Describe any governance models with which Contractor is familiar and has implementation experience:

Experience successfully developing consensus-based plans that include public and external input

The CNM team brings deep experience in successfully developing consensus-based plans that incorporate external and public stakeholders. We have worked with thousands of nonprofit clients to facilitate and prepare planning processes, many of which represented highly complex groups, initiatives, and collaboratives. We have specifically supported several initiatives as a facilitator to assist groups or collaboratives in setting a unified vision to address an issue facing the community. We work in partnership to design and implement a process that addresses cross organizational and community-wide goals and capabilities to move forward toward success. We

have strong grounding in the collective impact model, and have assisted, partnered with, and served as a backbone organization in the past.

In addition, we have facilitated collaboratives across public agencies, nonprofits and resident groups within a city, facilitated and provided capacity building to a group of nonprofits and local hospitals to address community issues and facilitated a group of over 80 organizations across sectors (nonprofits, government agencies and funders) to look at how to coordinate systems that serve children. For example, we have strong experience working in hospital collaboratives, striving to leverage resources and focus interventions aimed at improving health.

Through our work with these kinds of organizations, we are well informed of systems, procedures and stakeholders involved in collaborative work, and the common concerns related to planning, implementation, evaluation, and capacity building to achieve outcomes.

Strong facilitation skills with diverse audiences and experience creating a neutral environment for and soliciting input from, individuals from constituencies and various sectors regarding the culture of an organization as well as values.

As indicated above, our approach to working with our clients is highly collaborative. We customize each project to the client's capacity, needs, objectives and culture, with a focus on our role as a facilitator and coach as well as partner in designing and implementing the engagement. Through our work we have developed a solid track record of relationships and networks throughout the sector.

Our team also brings subject matter expertise in the issues of focus in this initiative as well as project management, helping groups move to and through decision making and developing viable strategies at the micro and macro levels.

The above methodologies are delivered by highly-qualified CNM staff, who are each experienced facilitators, trainers, and CNM Certified Coaches. All staff are appropriately trained in facilitating training using various media and methods.

Experience at gathering and utilizing data to inform and complete the strategy development and planning processes.

CNM's primary areas of service delivery include strategic planning, research, and evaluation including needs assessments. This work involves data collection and analysis, which inform discussions and decision making by the client. We work with our clients from the outset to initially determine their

objectives, their direction, and their goals. This process is in order to determine what kind of data is most relevant to inform their deliberations, decision making, develop consensus and/or agreement as they refine their goals and develop strategies and activities to meet those goals.

In terms of data collection and analysis, we are well versed in primary and secondary data collection and analysis. Primary data collection sources include interviews, focus groups and/or surveys. Our projects have involved data collection methods with our clients' boards, staff, constituents/clients, funders, partners, colleagues, ranging from less than ten to hundreds of participants. Secondary data collection methods include review of county, state and national databases to collect data specific to the client's area of service or interest as well as literature review, competitive landscape analysis and other approaches as relevant to the project.

We are particularly concerned with making data useful for a range of purposes and constituents. We work with our clients to determine what would be most valuable for them, in understanding and using data. Based on these discussions, we synthesize the data using various data visualization techniques and design workshops or sessions that include learning activities to share the data and engage the participants in helping to make sense of and contextualize the data, for the purpose of coming to a shared understanding/analysis and to support developing a shared vision, decision-making, etc.

We review similar evaluations and collect any relevant secondary data, reports, policy briefs, and best practices from local, regional and national data. We also collect data from local evaluations and supplement with perspectives and voices from the target population through key informant interviews and focus groups. Our work focuses on the synthesis of quantitative data and qualitative data gathered through a variety of methods and when feasible, includes training of community members, program participants to collect and participate in the analysis of data. We facilitate exercises and discussions to build an evaluation framework that specifies parameters of success and define benchmarks and metrics specific to the program/effort to measure efficiencies and parameters of effectiveness in the form of measurable outcomes. We use statistical methods and qualitative analysis frameworks to use the data for understanding the implementation factors and results of the program. Data findings are shared with stakeholders to review and validate and indicate how to move forward with any necessary refinements to the program and evaluation models and plans.)

The following are a selection of projects that demonstrate our ability to achieve consensus-based planning results, outreach to and engage diverse constituents, our knowledge of collaborative strategic initiatives, facilitation of diverse audiences, and ability to solicit input from individuals from various sectors, and data gathering for the purpose of completing a planning process:

- **First 5 LA**

- **Help Me Grow Strategic Planning**

- CNM partnered with First 5 LA to design and implement a highly inclusive, extensive discovery and planning process as the first phase for introducing the nationally recognized Help Me Grow model of integrated supports and resources for early detection and intervention of developmental disabilities. CNM managed the process that involved composing and convening a Leadership Council and four workgroups, comprised of more than 120 individuals representing more than 70 organizations, planning and facilitating more than 30 convening's of these groups over a 12 month period and developing a final recommendations report. This report was presented to and accepted by the First 5 LA Board of Directors/Commissioners for approval.

- **LA County Department of Public Health – Center for Health Impact Evaluation: Organizational Assessment and Strategic Planning**

- CNM was contracted to assess the perceived effectiveness and utility of the work of this public health department. In-depth interviews were conducted with staff, managers, and other internal and external constituents. The results of the review and data collection were utilized to inform a strategic plan for the unit to be better positioned to conduct research that would inform the policy of the Los Angeles County Board of Supervisors.

- **LA County Department of Public Health- Office for the Advancement of Early Care and Education Strategic Planning and Governance Structure**

- CNM was contracted to review the past successes and future opportunities for this unit that was recently relocated from the Los Angeles County CEO Office to the Department of Public Health. This project involved the background and planning work related to the facilitation of a new structure to align the work of this unit and its two partner committees into a new structure and governance body. This included outreach to and facilitation of over 100 individuals.

- **Kaiser Permanente – Downey Medical Center
Capacity Building Collaboration**

Three year place-based capacity building initiative engaging a diversity of community based organizations and agencies in the Downey area. The initiative included a series professional development and training seminars focused on strengthening nonprofit management and leadership skills. The series focused on the facilitation to identify areas of: shared collaboration, governance, and decision-making structures; as well as collective engagement to impact outcomes in the region; areas of focus included education (high school graduation) and healthy behaviors and lifestyle.

- **Inland Empire Funders Alliance
Expanding Excellence in the Inland Empire**

Capacity building initiative to invest in service delivery and organizational effectiveness for 19 diverse community based organizations in San Bernardino and Riverside Counties. Participating organizations included children's health, homeless and domestic violence, family support agencies and K-12 education among others. CNM collaborated with the funder to refine the initiative and provide group training for the entire cohort and customized counsel and consulting to each individual organization.

- **California State Parks Foundation (CSPF).
Wraparound Services Technical Assistance**

CNM provided professional development and training as well as customized organizational development consulting (strategic planning, board development, etc.) to CSPF Park Partners, organizations established to support and raise funds for specific parks throughout the state.

- **California Community Foundation
Antelope Valley Capacity Building Initiative**

Following an assessment of the capacity building needs of more than 40 organizations, CNM assessed, designed and implemented organizational development training and customized counsel for nonprofits based and/or working in the Antelope Valley, to augment limited resources in the region. All of the organizations address the kinds of needs that contribute to improved factors and quality of life, including community health, school age youth, families experiencing challenges due to economic, mental health and other factors, many serving primarily low-income populations.

SECTION TWO: Work Plan/Approach/Methodology/Availability

- **CNM | OC Fair Governance Work Plan**

1. Launching and Planning (1-2 months)

In order to design and conduct the engagement, CNM will kick off the engagement with the Ad Hoc Board Governance Review Committee (the “Committee”). The Committee will review the project design and process with CNM and, if relevant, refine and/or revise the project design, inform the nature of the initial and subsequent assessments, serve as the primary liaison and communicator to necessary stakeholders regarding the project process and any resulting reports. The Committee will facilitate logistical aspects of conducting surveys and interviews and any other activities, presentations or meetings related to this project and other relevant planning and coordinating needs of the engagement.

CNM also recommends the consideration of the development of a **Governance Review Task Force** comprised of appropriate representatives of the Committee, the Board, and OC FEC Executive Management Team as an extension of the Ad Hoc Committee described above. If determined as helpful and necessary, the early assembly of this group allows for greater participation throughout the process and encourages investment from throughout the organization. Together, CNM and the Task Force would add to the Committee’s kick off to review and refine overall goals and objectives, identify key factors and considerations that should inform the overall process and content of the engagement, share roles and responsibilities, describe the preliminary project timeframe, and identify any additional resources necessary or available.

The Task Force may also:

- identify key areas of governance, institutional culture, and public and external input to be considered throughout the process;
- discuss initial framing of the revision of governing policies and organizational assessment;
- identify assessment tools and resources already in place as part of its work, such as current governance procedures, client surveys, etc.;
- refine the project timeframe and work plan towards the desired completion date;
- outline schedules, roles, responsibilities, and other relevant logistics and aspects;
- Other relevant topics as needed.

Following the project launch period, CNM will develop an implementation plan outlining the proposed process, participants, materials for review, timeframe and other related factors for review of governing policies, development of new policies, and assessment of the Districts institutional culture and values.

2. Internal/External Data Collection & Analysis (2-4 months)

The goal of data collection will be to gather input on specific governing policies, proposed changes, recommendations and other areas identified by the Task Force. This will include input from individuals internal to the organization (Board Members, OCFC Executive Management Team, etc.) as well as public and key external stakeholders (customers, partners, etc.). Various methods for data collection may be used as appropriate, including:

- One-on-one interviews (in-person or via phone)
- Online surveys
- Focus groups (i.e. community forum)
- Organizational Assessment

CNM will partner with the Task Force to facilitate the various methodologies for the assessment, such as:

- providing contact information for and introductory communications to any people and/or organizations we may wish to interview or survey;
- distributing of surveys, if relevant; and
- providing organizational documents such as bylaws and other governing documents, organizational charts and selected position descriptions, financial reports, fund development materials and analytical reports, program assessments and budgets, client surveys, marketing/communications plan and materials, etc.

For any interviews or surveys we may conduct, we will develop draft protocols of questions for review and feedback from the Task Force. We anticipate working closely with the Committee and Task Force to facilitate access to information and resources that may be determined relevant throughout the process.

CNM will summarize and analyze the components of the assessment into a report to be reviewed by the Committee/Task Force. The report will be designed to provide relevant perspectives about the governing policies and organization in their current state and will be central to informing and developing a shared context to identify priorities and goals for new governing policies, as well as issues to consider in designing the pathway to meet the plan vision and objectives.

CNM will develop a comprehensive written report on the results of interviews that includes the identification of specific governing policies to be amended or developed, distinctions in institutional culture, and considerations of values.

3. Tracking and Input from CDFA (California Department of Food and Agriculture)

CNM will work closely with the Committee and Task Force to gather appropriate input from CDFA. We will also design a process to track any policy updates from the California Department of Justice to ensure that Committee members and staff are up-to-date. The abiding focus will be on information needed to inform the successful completion of the project.

4. Presentation to Board (Refinement of Governing Policies & Organizational Culture)

Data will be analyzed and the results shared with the full board at a scheduled session. The revisions will be summarized in a PowerPoint presentation as a guide to the full document.

Following this session, CNM will work with the Committee as needed to prepare policy revisions and present them to the Board for final ratification.

5. Implementation Training

CNM can provide board training to implement governing changes. This can include training at the regularly scheduled or specially scheduled meetings. In addition, training can also be provided to staff to ensure adequate and appropriate support to the board.

6. Ongoing Project and Communications Management

As part of the development of the detailed work plan for conducting this project, a communications plan will be developed in partnership with the District. This plan will indicate regular communications with staff and the board and contain a preliminary schedule for all presentations to the board.

7. Ongoing Support as needed

CNM can provide annual policy training, either in person or via teleconference. In addition, CNM can provide a review and assessment related to the implementation of the policies. Executive staff from CNM can be available for an average of 4 hours per month to work with the Committee as needed.

- ***Approach to the Management of Stakeholders meetings, communications, approvals and schedules.***

We have extensive experience with and every project involves developing meeting content and agendas, as well as actual meeting facilitation, which includes setting context, providing content, facilitating discussions and/or decision making and/or as the process manager. We work closely with the leadership of the group (chair, co-

chairs, etc.) to plan the objectives of each meeting, design agendas to meet the group's objectives and needs, and to clarify roles, preparatory activities, materials or other resources, equipment, etc. needed for the particular session. We also integrate mindfulness of the overall purpose of the group in planning meetings, rather than as standalone events, and work to make sure that agendas for each session build on previous sessions and support the group in making progress towards its longer term objectives and purpose(s).

CNM's planning and project work has provided us deep understanding of how to create a neutral and inclusive environment that partners with organizations and individuals to develop actionable solutions. CNM translates evidence-based models as well as adapts innovative models for engaging community members in planning, service delivery and evaluation. CNM is mindful about its approach in building trusted services that are accessible, taking into account location, language, cultural preferences and tradition. CNM project leads incorporate experience working with collaboratives and leadership teams into existing and researched resources in best practices and principles in collective impact and shared leadership. We are well versed in planning, preparing for and facilitating productive meetings with a focus on appropriate preparation by participants, shared ownership for meeting agendas and content and active participation. Advance planning and communication are key for effective meeting implementation. We also document meeting discussions and decisions which are provided in a timely manner following the meeting, to support work to be accomplished between meetings, as well as planning and implementation of subsequent meetings.

- ***Availability of Bidder's proposed team to commence on the work.***

The team is prepared to begin working with the District in early to mid-July 2019 to initiate the development of a detailed work plan for submission for Board approval at its August 2019 meeting. The team is prepared to launch the project activities in late August, after Board approval. Throughout the initial term of the contract, the team will be available for an average of four hours per month to engage with the Committee. In addition, the CNM team will be available for an average of eight additional hours per month for outreach work as assigned by the Committee for the duration of the contract in addition to hours needed for other aspects of the work plan.

SECTION THREE: Understanding of Project Objectives

Describe the Bidder's understanding of the assignment, including overall scope and objectives, noting any specific issues that may require extraordinary attention.

Under the California Food and Agricultural Code, responsibility for managing the affairs of the District is assigned to a nine-member Board of Directors (the "Board") appointed by the Governor of the State of California. In accordance with the provisions of the California Food and Agricultural Code, the Board has delegated certain responsibility for managing the day-to-day affairs of the District to the Chief Executive Officer, who reports directly to the Board. The Board has decided to conduct a comprehensive review of its Governing Policy Manual. The Chair of the Board has appointed two Directors to serve on an ad hoc Committee charged with facilitating the review process on behalf of the Chair (the committee is referred to in this RFP as the "Ad Hoc Board Governance Review Committee" or as the "Committee").

The contractor will be responsible for developing a detailed work plan, including a scope of work that includes activities, timeframes and related costs. The contractor will then be responsible for ensuring the successful implementation of the work plan which will include the review and assessment of the policies and procedures of the board under the guidance of the ad hoc committee. Included in this process will be the collection of stakeholder input to inform the revision process. The assessment will focus on policies in terms of alignment and compliance with state and federal regulations and will also examine the relevant aspects of the institutional culture that bear upon the successful implementation of the policies as well as the work of the organization and board.

Work product goal is to develop an amended and restated Board of Directors Governing Policy Manual that incorporates and reflects the District's core values and sets forth the roles and responsibilities of the Board and staff of the District and appropriate processes for monitoring and ensuring compliance with the Policy Manual.

Contractor will provide annual policy training for the Board of Directors and staff and assist the Committee in evaluating whether any updates or revisions to the Governing Policies are needed. In addition, Contractor shall provide policy training for any newly appointed Board Directors upon request. Once policies are implemented, contractor will support the Board and staff in assessing if any of the policies require modifications.

Throughout the project, Contractor will be responsible for administration support, scheduling, maintaining notes and records and timely communications.

Partial List of Clients in the past 2 years. Additional names can be provided by request

Name of Organization	Name of service
18th Street Arts Center	Strategic Planning
Arts High Foundation	Fund Development, Transition Planning
Azusa City Library	Program Development
Alzheimer's Greater Los Angeles	Strategic Planning
Bet Tzedek	Program Planning & Evaluation
Brilliant Corners	On-site training
California Children's Academy	Strategic Planning
California Healthier Living Coalition	Presentation
CARECEN	Manager Training & Coaching
Center for Civic Education	Fund Development Planning
Child & Family Collaborative	Strategic Planning
City of Glendora	Organizational Assessment
City of Pasadena	Planning and Evaluation
City of West Hollywood	Community Facilitation
Children's Hospital Los Angeles	Strategic Planning, Evaluation and
Children's Hospital Los Angeles	Community Health Needs Assessment
Children's Law Center	Management Training
Claremont McKenna College,	
Kravis Leadership Institute	On-site training
CORO	Strategic Planning
Compass Point	Executive Coaching
Crystal Stairs	Training; Organizational Assessment
Children Youth and Family Center - i3	Program Evaluation
Drew Child Development Corp	Organization Assessment, Facilitation
East West Players	Strategic Planning
Exchange Club of Culver City	Strategic Planning Retreat Facilitation
First 5 LA	Collective Impact Initiative Development, Training
First 5 LA	Facilitation and Program Planning
First 5 LA	Compensation and Benefit Study
Grand Performances	Retreat Facilitation
Glendora Public Library Friends Foundation	Organizational Assessment
Innovative Housing Opportunities	Board Retreat Facilitation
Jewish Federation of Greater LA	Capacity Building for grantees
Jewish Los Angeles Special Needs Trust	Program Evaluation
Juvenile Diabetes Research Foundation LA	Board Retreat Facilitation
LA Police Revolver and Athletic Club	On-site Training
LA Veterans Collaborative	Facilitation and Convening Services

Name of Organization	Name of service
Los Angeles County Department of Public Health	Organizational Assessment & Development
Los Angeles County Housing Authority	Manager Training, Business Process Assessment
LEAP Foundation	Program Evaluation
LK Health	Board Retreat Facilitation
MEND	Strategic Planning
MOMS OC	Transition Planning
Pasadena Public Health Department – Racial and Ethnic Approaches to Community Health	Program Evaluation
Pasadena Public Health Tobacco Prevention	Program Evaluation
Pat Brown Institute for Public Affairs	Facilitation, Program Development
PBS SoCal	Organizational Development
PIH Health	Community Collaboration
Professional in Human Resources Association	Strategic Planning/Governance Restructure
Policy Roundtable for Child Care and Development	Board Retreat Facilitation / Organizational Development
Privacy Rights Clearing House	Transition Planning/Executive Search
SAHARA	Program Evaluation
Santa Barbara Bowl Foundation	Board Retreat Facilitation
South Central Family Health Center	Strategic Planning
Southern California Association for the Education of Young Children	Strategic Planning/Governance Restructure
Theodore Payne Foundation	Retreat Facilitation
Southern California Mediation Association	Organizational Planning
St. Joseph Center	Staff Retreat Facilitation
Uplift Family Services	Community Needs Assessment
USC Suzanne Dwork-Peck School of SW	Retreat Facilitation
Writers Guild Foundation	Organizational Assessment
Whittier First Day	Strategic Planning, Board Development

Form - A. 3: FINANCIAL PROPOSAL BID FORM
BOARD OF DIRECTORS GOVERNANCE CONSULTING SERVICES

Page 1 of 2

In order to submit a financial proposal, the Bidder must abide by the parameters set forth in Part V, Statement of Work to Be Performed of this RFP. The Financial proposal is worth a maximum of 30 points.

The proposal quote shall be inclusive of all wages, allowances, supervision, insurance(s), material, labor, taxes, certificate, license, travel, meal reimbursements, hotel accommodation, equipment, transportation, fuel, or any other related services required. The OC Fair & Event Center (hereafter called "The District" shall not be billed for any costs that were not specifically included in the contract.

PROJECT COST (September 3, 2019 through December 31, 2020)

\$ 57,525

Note: Payment will be divided in two phases. The first 50% of total contract amount will be made Net 30 upon satisfactory completion of 50% of the project. The second 50% of total contract amount will be made net 30 upon conclusion of the project which include providing training to the OC Fair & Event Center Executive Management and the Board of Directors.

CONSULTATION (Option Years) – It is anticipated the District may request an average of 20 hours of consultation services each month during the option years. Consultant should provide a single hourly rate that incorporates necessary support services / overhead into that rate. Please do not add additional lines for other hourly rates.

Classification	Hourly Rate	Anticipated number of annual hours	Total First Option Year (01/01/21-12/31/21)	Total Second Option Year (01/01/22-12/31/22)	Total Third Option Year (01/01/23-12/31/23)
	\$ <u>195</u> per hour	X 240 HRS	\$ 46,800	\$ 46,800	\$ 46,800

PLEASE DO NOT ADD ADDITIONAL ROWS.

Note: Payment for consultation services in the option years will be made on a monthly basis.

Form - A. 3: FINANCIAL PROPOSAL BID FORM
BOARD OF DIRECTORS GOVERNANCE CONSULTING SERVICES

Page 2 of 2

All Bidders must complete the following information and sign this form in order for the "Financial Proposal Bid Form" to be considered.

Bidder certifies to the District that Bidder has thoroughly familiarized self with the District facilities and accepts all reasonable disclosed risks in submitting this proposal that a prudent review of the facility would have revealed.

By its signature on this proposal form, the Bidder certifies that he/she has read and understood the RFP package including the information regarding bid protests. Further, Bidder certifies that the information provided by the Bidder is accurate, true and correct, and not intended to mislead the District in any manner.

COMPANY Southern California Center for Nonprofit Management **DATE** 06/26/2019

ADDRESS 1000 North Alameda, Suite 250

CITY Los Angeles **STATE** CA **ZIP** 90012

FEDERAL I.D. NUMBER 95-3357258 **PHONE** (213) 266-8459

SIGNATURE **TITLE** Senior Vice President

ARE YOU CLAIMING SMALL BUSINESS PREFERENCE?

As a California Certified Small Business? YES _____ NO X
If Yes, Certification # _____

Are you a non-small business claiming at least 25% small business subcontractor reference?
YES _____ NO X
If yes, Certification # _____

ARE YOU CLAIMING DVBE INCENTIVE?

Are you a primary California Certified DVBE? YES _____ NO X
Are you sub a minimum of 1% up to 5% to a California certified DVBE? YES _____ NO X

Form - A. 4: BIDDER/CONTRACTOR STATUS FORM
RFP NUMBER BP-01-19
Page 1 of 2

Contractor's Name SoCal Center for Nonprofit Management Federal Employer ID # 95-3357253
(full business name)
Address 1000 North Alameda, Suite 250 County Los Angeles
City Los Angeles Zip Code 90012
(principal place of business)

STATUS OF CONTRACTOR PROPOSING TO DO BUSINESS (PLEASE CHECK ONE)

☐ Individual ☐ Limited Partnership ☐ General Partnership ☒ Corporation

Individual (Please check one) ☐ Resident ☐ Non-Resident

If a sole proprietorship, state the true full name of sole proprietor: (i.e., John Roe Smith, not J. Roe Smith or not John R. Smith)

Partnership (Please check one) ☐ General Partnership ☐ Limited Partnership

If a partnership, list each partner, identifying whether limited partner(s), stating their true full name and their interest in the partnership:

Corporation

Place and date of incorporation 06/01/1978

If not a California corporation in good standing, please state the date the corporation was authorized to do business in California: _____

CURRENT OFFICERS: President: David White **Vice President:** N/A

Secretary: Trevor Ware **Treasurer:** Trevor Ware

Other Officers: Fred Abdelnour Alyson Sattler Rafael Gonzalez

Ryan Fridborg Carolyn Williams Bill Murin

All must answer: Are you subject to Federal Backup Withholding? ☐ Yes ☒ No

Form - A. 4: BIDDER/CONTRACTOR STATUS FORM (CONT.)

RFP NUMBER BP-01-19

Page 2 of 2

Fictitious Name

If contractor is doing business under a fictitious business name and will be performing under the fictitious name, please attach a clearly legible copy of the current fictitious filing.

Small Business Preference

Are you claiming preference as a small business in reference to this RFP? _____ Yes ☒ No

If yes, the Bidder is required to submit a copy of the OSDS's Small Business Certification Approval Letter with the technical proposal package.

Your small business ID number: _____

Pending Litigation or Hearings

Are any civil or criminal litigation or administrative hearings currently pending against the Bidder's organization, owners, officers or employees? _____ Yes ☒ No

If yes, please state the case number and agency or court where pending and status of litigation or hearing:

The District reserves the right to verify the information provided on this form by the Bidder under RFP process.

I declare under penalty of perjury that the above information is true and correct and that I am authorized to sign this status form on behalf of the Bidder/contractor.

Maura J. Harrington, Senior Vice President

Print Name & Title

(Signature)

06/26/2019

(Date)

If this status form is not completely filled out, signed and submitted with Bidder's response to the RFP, the bid will be rejected as non-responsive.

Form - A.5: BIDDER DECLARATION

1. Prime bidder information (Review attached Bidder Declaration Instructions prior to completion of this form):

- a. Identify current California certification(s) (MB, SB, SB/INVSA, DVBE): _____ or None ☒ (If "None", go to Item #2)
- b. Will subcontractors be used for this contract? Yes ☐ No ☐ (If yes, indicate the distinct element of work your firm will perform in this contract e.g., list the proposed products produced by your firm, state if your firm owns the transportation vehicles that will deliver the products to the State, identify which solicited services your firm will perform, etc.). Use additional sheets, as necessary.

- c. If you are a California certified DVBE: (1) Are you a broker or agent? Yes ☐ No ☐
(2) If the contract includes equipment rental, does your company own at least 51% of the equipment provided in this contract (quantity and value)? Yes ☐ No ☐ N/A ☐

2. If no subcontractors will be used, skip to certification below. Otherwise, list all subcontractors for this contract. (Attach additional pages if necessary):

Subcontractor Name, Contact Person, Phone Number & Fax Number	Subcontractor Address & Email Address	CA Certification (MB, SB, DVBE or None)	Work performed or goods provided for this contract	Corresponding % of bid price	Good Standing?	51% Rental?
N/A						

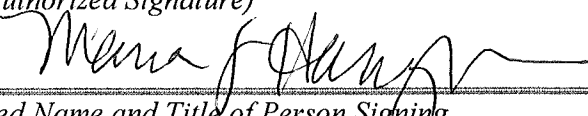
CERTIFICATION: By signing the bid response, I certify under penalty of perjury that the information provided is true and correct.

Signature:  Date: 06/26/2019

EXHIBIT D – SPECIAL TERMS AND CONDITIONS

CCC-04/2017 CERTIFICATION

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor to the clause(s) listed below. This certification is made under the laws of the State of California.

<i>Contractor/Bidder Firm Name (Printed)</i> SoCal Center for Nonprofit Management		<i>Federal ID Number</i> 95-3357253
<i>By (Authorized Signature)</i> 		
<i>Printed Name and Title of Person Signing</i> Maura J. Harrington, Senior Vice President		
<i>Date Executed</i> 06/26/2019	<i>Executed in the County of</i> Los Angeles	

CONTRACTOR CERTIFICATION CLAUSES

1. STATEMENT OF COMPLIANCE:

Contractor has, unless exempted, complied with the nondiscrimination program requirements. (Gov. Code §12990 (a-f) and CCR, Title 2, Section 11102) (Not applicable to public entities.)

2. DRUG-FREE WORKPLACE REQUIREMENTS:

Contractor will comply with the requirements of the Drug-Free Workplace Act of 1990 and will provide a drug-free workplace by taking the following actions:

- a. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations.
- b. Establish a Drug-Free Awareness Program to inform employees about:
 - i. the dangers of drug abuse in the workplace;
 - ii. the person's or organization's policy of maintaining a drug-free workplace;
 - iii. any available counseling, rehabilitation and employee assistance programs; and,
 - iv. penalties that may be imposed upon employees for drug abuse violations.
- c. Every employee who works on the proposed Agreement will:
 - i. receive a copy of the company's drug-free workplace policy statement; and,
 - ii. agree to abide by the terms of the company's statement as a condition of employment on the Agreement.

Failure to comply with these requirements may result in suspension of payments under the Agreement or termination of the Agreement or both and Contractor may be ineligible for award of any future State agreements if the department determines that any of the following has occurred: the Contractor has made false certification, or violated the certification by failing to carry out the requirements as noted above. (Gov. Code §8350 et seq.)

EXHIBIT F – OCFEC MEGAN'S LAW SCREENING & CERTIFICATION FORM (CONT.)

**OC Fair & Event Center
Megan's Law Screening Certification and Listing**

This form must be completed legibly, with all information requested. Typewritten or computer-generated forms or reports may be substituted provided that: all required information is included in columnar form, and the listing report is attached to this form. The certification section must be signed by an authorized representative of the contractor.

Company/Organization Name: Southern California Center for Nonprofit Management

Contact Name: Maura Harrington Contact Telephone : (213) 266-8450

Type of Company/Organization
(Circle one):

Contractor
Entertainer

Consultant
Exhibitor

Concessionaire
Volunteer

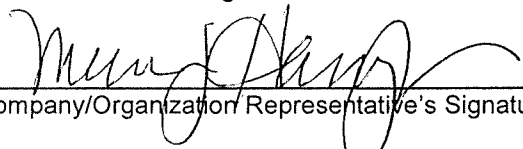
Other/Explanation if Needed: _____

The undersigned represents and warrants that attached to this Megan's Law Screening Certification and Listing is a full, true, correct, complete, and accurate listing of all persons scheduled to work or volunteer for the company/organization identified above ("Contractor") during the annual OC Fair or Youth Expo. If any other or additional individuals will be performing work, labor, or services, I understand that my company/organization is required to submit a supplemental listing(s) identifying those individuals.

The undersigned represents and warrants that all persons and individuals performing services on behalf of Contractor, including, but not limited to, its agents, employees, subcontractors, and volunteers have been screened for sex offender registration before each individual commenced work, services, and/or was present at the OCFEC facility. The undersigned represents and warrants that no individual who is a registered sex offender will be assigned or permitted to perform services on behalf of Contractor at or on OCFEC premises.

To the fullest extent permitted by law, Contractor will defend, indemnify, and hold harmless OCFEC from and against all claims, damages, losses, and expenses, of every kind, nature and description (including, but not limited to, attorneys fees, expert fees, and costs of suit), directly or indirectly arising from, or in any way related to the performance or nonperformance of Contractor's obligations under this Megan's Law Screening Certification and Listing, regardless of responsibility of negligence; by reason of death, injury, property damage, however caused or alleged to have been caused, and even though claimed to be due to the negligence of the OCFEC. Provided, however, that in no event shall Contractor be obligated to defend or indemnify the OCFEC with respect to the sole negligence or willful misconduct of the OCFEC, its employees, or agents (excluding the Contractor, or any of its employees or agents).

The undersigned represents and warrants that he/she is fully authorized to execute this Megan's Law Screening Certification and Listing on behalf of Contractor.



Company/Organization Representative's Signature

Maura J. Harrington
Printed Name

Senior Vice President
Title of Representative

06/26/2019
Date

****OC Fair Staff & Event Center – Please submit completed forms to the Human Resources Department*****

EXHIBIT F – OCFEC MEGAN’S LAW SCREENING & CERTIFICATION FORM (CONT.)

Megan’s Law Screening Listing

Full Name (Last, First Middle)	Full Name (Last, First Middle)
Harrington- Roggero, Maura Jaye	
Saelieb, Pamela Y.	
Moran, Jennifer	
Robin, Leslie Stace	
Birdsell, Regina Ann	
Newkirk, Christine	

Please duplicate this listing sheet if additional space is required

*****OC Fair & Event Center Staff – Please submit completed forms to the Human Resources Department*****