



December 8, 2017

Dear Ms. Crawford and Board of Directors:

Please accept the following proposal in response to the Network for California Community Colleges Foundations' RFP dated December 1, 2017 pertaining to the identification and selection of counseling assistance for its strategic planning initiative.

In today's highly competitive philanthropic environment, associations and their affiliated volunteer boards must engage in proactive and strategic planning endeavors that clearly define priorities, goals, and objectives and assess the internal and external situations necessary to formulate strategies, evaluate progress, and make necessary adjustments. Accordingly, the overarching goal is to enable the Network for California Community College Foundations to maximize all opportunities consistent with the needs of its membership.

Specifically, the prescribed planning initiative is designed to assist the Network and its Board with the delivery of a series of planning mechanisms. The result is a strategic vision and corresponding "plan" that includes the identification of common priorities over a three-year period. Further, a wide range of direct and indirect interventions will be realized. However, most critical are those resulting from processes of engagement, interaction and dialogue. Significant emphasis is placed on participation of the organization's Stakeholders. Thus, levels of ownership and partnerships are enhanced, leading to greater potential for success within the marketplace.

This is a very exciting time for community colleges—and their affiliated organizations. Many opportunities for growth and support are emerging. As such, I most certainly appreciate your interest in conducting the "Strategic Planning initiative."

On behalf of the Armistead Group, thank you very much for the opportunity to provide the following information.

Best regards,

A handwritten signature in black ink that reads "L. Pendleton Armistead".

L. Pendleton Armistead, ED.D.

The Armistead Group





**A Proposed Strategic Advancement Planning Initiative for the:
Network of California Community College Foundations**

Introduction

The nation's community colleges are a critical part of the educational system. Nearly one-half of students in higher education attend community colleges, representing a diverse ensemble who will eventually be among the leaders in such critical fields as science, engineering, education, and health care. Local community colleges are the driving force behind economic and workforce development. At no other time have community colleges been so prominent on the national scene.

Despite their important place in the educational landscape, community colleges have not received a proportional share of funding. On average, community colleges receive just 27% of total federal, state, and local revenues for public degree granting institutions. The national average for state support for higher education has dropped by 3.8 percent from fiscal year 2007 to fiscal year 2015. In some states, this decline has been more dramatic. For example, Michigan's state support for higher education has dropped by 19.3 percent. The overall drop in funding, coupled with the disproportional funding received by community colleges, places these institutions in a financial crisis.

Funding has shifted away from state and federal support, tuition rates are on the rise, and the country's community colleges are struggling to fulfill their mission of access and affordability while facing stifling budget constraints. Thus, fundraising from private sources has become increasingly critical to the financial well-being of community colleges.

This financial dilemma puts community college fundraising at a critical moment in time. Fundraising efforts are a component of the overall fiscal stability plans for many community colleges and, now more than ever, community college practitioners need to understand that successful fundraising actions can help boost an institution's appealing qualities, student opportunities, and overall institutional successes.

Yet, some inherent circumstances and barriers continue to prevail. Currently,



- For each dollar given to a four-year college, only a cent or two goes to support community colleges.
- An average of one-half of one percent of alumni contributed to a community college. The comparable number for four-year universities nationwide is 13 percent.
- Less than 60% of community colleges maintain an annual operating budget for alumni relations. Among those institutions that specified an alumni relations budget, the average annual amount was \$23,611.
- At a time when the average research or doctoral university raises more than \$90 million a year, the typical community college gets barely \$1 million in donations.
- Total average annual contributions to each of 207 mid-Atlantic and northeastern community colleges reviewed came to \$771,823. More than one in five don't even have fundraising foundations.
- Investments from community colleges' endowments, combined, earn \$27.6 million a year, which is how much Harvard alone makes from its \$32.7 billion endowment about every two and a half days.

Meanwhile, there are encouraging signs from institutional philanthropies. Fund raisers at all colleges are seeing donations rise. Giving increased by 5.5 percent last year, with development officials predicting a 5.8 percent increase in donations in 2016. Fund raisers on some campuses reported a 7-percent gain in giving.

But this transformation is a struggle that will not be won without an increase in coordination focusing on education (professional development), engagement and support, and proactive planning. Thus, organizations, such as the Network of California Community College Foundations, which represents significant numbers of institutions and personnel could and should have a great deal of influence on the future directions of the profession. Yet, before any transformational environment can begin, a strategic direction is required to include processes of consensus building and engagement, and results in a common direction for advancement and growth.

Scope of Work

A successful strategic plan, by definition, is one that identifies the organization's verified and validated activities and its long-range applications and initiatives, as well as one that yields meaningful improvements in effectiveness, capacity and relevance. Strategic plans are



comprehensive documents that cover all aspects of an association and Board's work, including programs and services, management and operations, fund-raising and finances, personnel and governance. Depending on the Board's scope and emphasis, a plan might also describe approaches to enhance marketing, internal and external communications, membership development and administrative and management systems and protocols.

Very simply put, strategic planning identifies where the organization wants to be at some point in the future and how it is going to get there. This form of planning includes:

- Taking a wide look around at what's going on outside the organization.
- Taking a hard look at what's going on inside the organization.
- Establishing statements of mission, vision and values.
- Establishing goals to accomplish over the next three years.
- Identifying how those goals will be reached.

Two key points to remember while proceeding through this activity are:

- The planning process is at least as important as the planning document itself.
- The planning process is never "done" -- the planning process is a continuous cycle that's part of the management process itself.

The proposed initiative will focus on three primary objectives, including

- The implementation of a comprehensive assessment of all Network programs and services to include participation of 100% of the membership.
- The development of a strategic (pathway) for a three-year period depicting short-term, intermediate and long-term areas of engagement.
- The offering of relevant guidance and counsel to the Network Board to maximize outcomes.

Methodology of the “Strategic Advancement Planning” Initiative

The initiative centers upon the conduct of objectives and their associated activities. Each of the objectives is interdependent on one another and serves as a “building block approach” as a means of discerning realistic and relevant goals, objectives and tasks that are consistent with the needs, perceptions and attitudes of the Network, its Board and the membership.

The review and evaluation process results in a strategic pathway. Specifically, information obtained is designed to verify and/or discern the mission, vision, values, strengths, challenges, and priorities of the Network, Board and membership and receive recommendations for appropriate improvement, interventions and direction.



Objective 1: Develop organizational framework, structure and processes, provide orientation and training, and confirm project scope (Planning and Preparation)

The planning assessment process begins with a thorough review and appraisal of existing documentations and materials related to overarching strategic needs, progress made in the prior strategic plans' deliveries, and projected and/or anticipated changes in the current service delivery mechanisms. The step includes an internal quantification and prioritization process of the strategic needs. Based on this analysis, the Board members review and modify the Network's proposed initiatives, and validates and quantifies them.

Specific Activities (Planning and Preparation):

- Identify, confirm and train the Board and personnel proposed/assigned to supervise the conduct of the initiative.
- Acquire full membership directory.
- Review and provide orientation to data collection processes and desired outcomes.
- Finalize the specifically designed and prescribed integrated strategic activities, timelines and benchmarks.
- Acquire listing of available internal data sources and elements across all program and service areas.
- Acquire listing of available external data sources and elements such as CASE and the VSE.
- Conduct the initial identification, categorization and confirmation of Stakeholders (membership).
- Determine institutional demographic characteristics, personnel profiles, and fund-raising program descriptions and information.
- Categorize institutions by size, personnel by position and tenure, and foundations by revenues and endowments.
- Assemble data and information that will assist in the preparation of a preliminary vision/mission that is compelling and market-oriented.
- Assemble data and information that will assist in the preparation of a preliminary values statement that is compelling and market-oriented.
- Develop all data collection questionnaires, surveys and engagement materials.
- Confirm comprehensive list of Board's strengths, challenges, opportunities, and threats.
- Prepare schedule for implementing interviews.
- Draft the Board's Mission, Vision, and Values.
- Prepare for the conduct of 3 Stakeholder summits.



Objective #2: Engage relevant Stakeholders, volunteers and constituencies and solicit feedback, perceptions, and attitudes (Confirmation and Engagement)

One of the most meaningful steps in the strategic planning process is engaging Stakeholder membership and the Board volunteers. The insights gained through eliciting a range of perspectives about the Network and its strategic directions will serve as the basis for the development of a high-impact strategic plan.

Volunteer leadership is mandatory for successful development activities. Such leadership is brought about in carefully constructed steps to increase interest and involvement in the mission of the association. The increase in interest is brought about through the act of participation. The undertaking will assist the Network in determining and pursuing its next actions toward generating future membership support.

It is critical to glean as much information, perspectives and attitudes as possible during the engagement processes. Consideration must be made to construct and utilize common parameters for the diverse and extensive membership. This position is justified by a review of literature which posits the following distinctions among member colleges:

- First, data indicated that the size of a foundation's operating budget influenced its ability to raise revenue: the larger the operating budget, the more successful the fundraising.
- Second, analysis revealed that if the chief development officer (CDO) played a critical role in the institution's foundation operation, this factor had a positive influence on fundraising and foundation revenue.
- Third, a college's geographic location was found to play a significant role in its ability to raise revenue. Foundations in urban locations raised on average more money than those in either suburban or rural settings.
- Fourth, FTE enrollment influences the foundation's ability to raise revenue: larger institutions were better able to fundraise than were smaller ones.
- Fifth, findings indicated that a sizeable endowment facilitates fundraising.

Given the above, the following activities that are critical to the success of an assessment effort. Three data collection processes will be employed to include: Group Summit Sessions, Survey Deployment, and Individual Interview Techniques.

Method #1—Group Summit Sessions: The group summits provide a methodology for the Network to have a significant interaction with Stakeholder leaders to help reaffirm and confirm a vision and pathway for the strategic initiatives. Further, the processes will prioritize a framework for how the



Network can partner with Stakeholders to meet current and future needs. Finally, the sessions set the stage for potential new sources of partnerships and collaborations.

The group invited includes those already interested in the association and those whose interest and involvement are vital in its future plans. The meeting will have an informal tone, and the carefully structured presentation will be brief, to the point, and designed to foster reaction and comment. All comments will be noted, for these are the keys to each individual's specific areas of interest in the association, the strategic direction and upon which the enhancement of that interest can be advanced.

Specific Activities (Methodology):

During the sessions, participants will be asked to respond to questions related to the current proposed strategic initiatives. Additionally, participants will be asked to candidly assess current services provided by the Network and to recommend future services, programs, and initiatives that can positively impact service quality and relevance and membership growth and development.

Each summit will have between 12 and 15 participants with a balanced cross-representation of members. Each summit will last approximately 1½ hours and will consist of guided questions, responses, and interaction. Three summits will be scheduled.

Method #2—Personal Interviews: Key Stakeholders to be involved in strategic planning are those having a vested interest in the success of the association (staff and Board members). Each has a unique perspective about what it will take for the Network to achieve heightened levels of sustainability and success. Personal interviews will be conducted by either telephone or direct techniques.

Specific Activities (Methodology):

- Identify the 20-25 Stakeholders to be interviewed.
- Conduct interviews with 12-20 key Stakeholders.
- Using the appropriate questionnaire, conduct 15-18 personal interviews with critical Stakeholders. Each interview will last approximately 45 minutes and will consist of guided questions, responses, and interaction.

Method #3—Survey Employment: Through an online mechanism, 100% of the Network will be invited to participate in a comprehensive survey deployment. Areas of inquiry will focus on the



drafted mission, vision, and values as well as effectiveness of past areas of service and proposed initiatives.

Specific Activities (Methodology):

- Invite Stakeholders from the Network community at-large to participate in survey technique to confirm the Board’s mission, vision, values and areas of strategic needs.
- Invite all members to participate in the survey technique to identify high priority programs and services.

Objective #3: Conduct analysis of all data and findings and draft all major strategic planning components (Analysis)

This analysis is a process of confirmation and prioritization that helps the association improve its effectiveness. The success of an organization is dependent on the appropriate outcome of the internal staff and external Stakeholders’ engagement.

Specific Activities (Analysis):

- Compile all data realized from the planning and engagement phases.
- Review feedback from the engagement processes and incorporate suggestions into the confirmation recommendations.
- Summarize key findings from a review of the information above and confidential interviews, survey and summits.
- Draft high priority strategic directions for all functions—program and service deliveries.
- Make recommendations for achieving desired strategic goals and present the strategic plan assessment report.
- Complete a thorough appraisal including recommendations and priorities to consider.
- Conduct a summary report and discussion of recommendations with the Network Board.
- Develop presentation and conduct presentation to reporting groups.
- Determine next steps and courses(s) of action.
- Develop and submit to Network Board the following listing of products:
 - “Integrated Strategic Advancement Plan”
 - “Integrated “Strategic Advancement Plan: Executive Summary”
 - “Integrated Strategic Advancement Plan PowerPoint Presentation”



Desired Outcomes and Deliverables

A Strategic Plan that focuses on high impact and membership oriented growth measures focusing on:

1. Enhancement of capacity building through the identification, cultivation and solicitation of relevant funding and granting bodies.
2. Employment of strategies resulting in enhancement of an active membership body and retention of members thru establishment of cohort and mentoring techniques.
3. Development of a comprehensive and relevant professional development curriculum consistent with the training needs of the membership, to include a body of “best practices.”
4. Development of a common “Case for Support” to be used for advocating and leveraging philanthropic support as well as awareness and positioning.
5. Incorporation of a comprehensive membership database.
6. Development of Network performance matrix system to gauge longitudinal performances and identification of realistic growth measures.
7. Promotion of leadership development thru generation and delivery of relevant academies, programs and other relevant services.
8. Generation of enhanced awareness and exposure thru a comprehensive marketing and statewide intervention program (including brand development and employment).
9. Creation of sustainability initiatives to include promotion of an “economy of scale” for membership foundations. Some areas of scaling may include:
 - a. Prospect research
 - b. Data management
 - c. Endowment investments
 - d. Marketing and awareness
 - e. Fundraising consulting services

Listings of Association-related Engagements

The Armistead Group has been engaged with and maintains membership with a number of professional associations, including the following listing. The highlighted entities are associations and systems with which AG has been contracted to perform advancement-related initiatives.

- American Association for Community Colleges (AACC), Washington, D.C.
- Community Colleges of the Appalachia (CCA), Asheville, NC
- Florida Council for Resource Development, Tallahassee, FL



- **Virginia Community College System, Richmond, VA**
- **Alabama Community College Association, Montgomery, AL**
- Louisiana Community and Technical College System, Baton Rouge, LA
- **South Carolina Technical College System, Columbia, SC**
- Oklahoma Community College Association, Oklahoma City, OK
- **Pennsylvania Commission for Community Colleges, Harrisburg, PA**
- Arkansas Community College Association, Little Rock, AR

Proposed Personnel

The Armistead Group’s goal, as a full-service “institutional advancement” consulting firm, is to offer the necessary tools to community colleges to open doors to new opportunities. One of the primary core values of AG is our commitment to community college education. We understand that each college, system or association has unique constituencies, pockets of excellence, service areas, funding needs and demographics. Therefore, we tailor each process to recognize and take advantage of these critical differences.

L. Pendleton Armistead, Ed.D. -- Pend has 30 years of experience in a wide array of instructional and resource development positions within the two-year college setting. His experience and areas of expertise include strategic planning, resource development and advancement, federal grant management and administration. During his twenty years as a consultant, he has directed over 50 campaigns, conducted approximately 75 strategic plans, feasibility studies, and development assessments and raised over \$500 million in support of two-year college visions, curricular and instructional design, facilities improvements, student success and achievement, and endowment growth. Pend has been an active member of CRD since 1987 and is involved in a variety of other community college-related organizations, including AACC and CASE. He received his doctorate in education from Virginia Tech in Community College Education.

References

The following listing consists of selected references:

- Dr. Monty E. Sullivan, President, Louisiana Community and Technical College System, Baton Rouge, LA. Email: montysullivan@lctcs.edu. (225) 922-2800
- Dr. Jennifer Sager Gentry, Vice Chancellor, Institutional Advancement, Virginia Community College System, Richmond, VA.. Email: jgentry@vccs.edu. (804) 819-4961



Budgetary Resources

The cost to prepare for and implement the “Strategic Planning initiative” is cited below. This includes all professional fees for onsite visits and offsite consultation days; all training materials, modules, samples, and exhibits; and unlimited consultation by telephone, fax, email, and other forms of communication.

The cost to prepare for and implement the “Strategic Planning Initiative” is \$7,500 plus expenses. This includes all professional fees for onsite visits and offsite consultation; all training materials, modules, samples, and exhibits; and unlimited consultation by telephone, fax, email, and other forms of communication. Fees and expenses will be billed upon completion of the proposed objective as detailed below.

Days	Initiative	Costs
1 Off-Site (Planning & Preparation)	Objective 1: Identification, quantification and prioritization of the college/division to achieve a predetermined level of excellence (Planning and Preparation)	\$1,500
3 On-Site— January 31, 2018 (Confirmation & Engagement)	Objective 2: Validation and consensus of relevant goals, objectives and activities (Confirmation and Engagement)	\$3,500
2 Off-Site (Analysis)	Objective 3: Analysis of findings and determination of conclusions and recommendations and discernment of Plan of Action	\$2,500
Total:		\$7,500



Expense Categories and Associated Amounts		Estimates
Airfare (if necessary)	\$500 maximum	\$500
Hotel	\$136/night maximum x 3	\$408
Meals	\$54/day maximum x 4	\$216
Rental Car (plus gas)	\$75/day maximum x 4	\$540
Subtotal: Expenses		\$1,664
Subtotal: Fees		\$7,500
TOTAL		\$9,164

Conclusion

In today's world of economic uncertainty, major adjustments in levels of public support, and governing boards' frequent calls for retrenchment, community and technical colleges must begin to look beyond the public sector to fund their educational missions and visions. College presidents are increasingly reliant on their associated foundations and volunteer boards, tasking them to develop new external income sources from the private sector and to find measures to invigorate existing ones. It is important for membership organizations and organization representing college foundations to maintain relevance, high level support and responsiveness.

Associations should begin to incorporate systemic and self-sustaining efforts to critically evaluate their readiness and commit to working toward their ultimate goals. Proactive planning and a review of high priority and impactful programs can serve as the "foundation" for many years of growth for the association, its affiliated volunteer board and, in turn, the membership in which it serves.

Company Contact Information

The Armistead Group
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December 18, 2017

Constance Crawford
Director of Strategic Partnerships, Foundation for California Community Colleges
1102 Q Street, Suite 4800
Sacramento, CA 95811

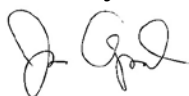
Dear Constance:

Thank you for the opportunity to submit a proposal to facilitate your strategic planning process. Although the enclosed proposal is fairly comprehensive, I would be remiss not to mention a few highlights:

-  **We are the national leader at developing an integrating approach to strategic planning and resource development.** Our strategic planning model has been developed and refined from working with hundreds of membership organizations such as chambers of commerce and economic development corporations. Working side by side with corporate leaders from across the country that sit on these boards has helped us refine our process to be focused on value propositions and return on investment. This methodology has been quickly assimilated into our community college model and is proving successful with these clients.
-  **We are community college fundraising experts.** As Convergent's community college division director, I have raised over \$35 million as the Chief Advancement Officer at four community colleges and served as campaign counsel on over 25 major gift campaigns that raised more than \$250 million. All of these projects have included strategic planning and board development.
-  **Our team is uniquely qualified to address three key areas.** The three members of this project team are all community college leaders with specific expertise in key areas. Polly Binns has served as the CEO of a national community college membership organization and can offer great insight from the organizational perspective, Dr. Neupauer, as a sitting college president has vast experience related to the unique challenges that face college presidents and chancellors, and I have worked extensively as a Vice President of Institutional Advancement and Executive Director of three Community College Foundations and can identify with the challenges and opportunities faced by this group on a daily basis. Between the three of us we are able to lead the strategic planning effort from the Network's, the individual college president and the local grass root fundraising perspective.

Please do not hesitate to contact me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe April".

Joe April, Partner



Strategic Planning Facilitation Proposal

Prepared for



FOUNDATION *for* CALIFORNIA
COMMUNITY COLLEGES

December 2017

CONFIDENTIAL

This proposal for fundraising services is intended solely for use by:
Foundation for California Community Colleges and Convergent Nonprofit Solutions

FIRM OVERVIEW

INTRODUCTION

Convergent Nonprofit Solutions (Convergent) is a full-service national consulting firm that specializes in providing a full array of services to our clients that focus on workforce development, job skills gap analysis, and development of collaborative community-based solutions that integrate educational institutions with economic development organizations for the benefit of a broad constituency base. Our firm consists of more than 35 experienced professionals who have worked with community / technical colleges, chambers of commerce, and economic development organizations.

Our guiding principles are founded in the seamless relationship between business, industry and community / technical colleges. We are rooted in the belief that community and technical colleges are the drivers of the future economic viability of a region. Our systemic process of evaluation and assessment utilizes a combination of a "Top-Down" approach, coupled with a grassroots / end-user methodology, that ensures a value proposition of services from the System to the local colleges AND conversely from the local colleges to the System. Lastly, our systemic organizational assessment model ensures that the end-users are provided with the maximum benefit.

PRIMARY CONTACT

Joe April, Partner
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www.ConvergentNonprofit.com

RELEVANT EXPERIENCE

The Convergent team of professionals has experience raising money for hundreds of economic and community development organizations and other nonprofits in all 50 states. Our clients include local, regional, statewide, and national membership organizations such as chambers of commerce, regional economic development organizations and community/technical colleges. This experience has helped us become uniquely qualified to work with large scale member-driven organizations and assist them in finding the central mission, vision and core values that drive their economic and strategic future.

Convergent's proposed team includes the following community college professionals (detailed bios are attached):

- **Dr. Nick Neupauer** chaired the Pennsylvania Commission for Community College's strategic plan committee, which developed an integrated plan for the Commission and its 14 member institutions. Dr. Neupauer also led Butler County Community College's strategic plan that helped shape a successful \$6.8 million Major Gift Campaign in 2013–14.
- **Polly Binns** served as President/CEO of the Council for Resource Development (CRD) and led the effort to develop a strategic plan for the 900+ member organization. The strategic plan helped shape and integrate the strategic initiatives of CRD – Member Community Colleges and external stakeholders.

- **Joe April** has led multiple strategic planning/visioning efforts including multi-site institutions such as Harrisburg Area Community College (PA), Northeast Iowa Community College (IA), Indian Hills Community College (IA), Florida State College at Jacksonville (FL), New River Community College (WV), and Dabney S. Lancaster Community College (VA). Joe also served on the CRD Board of Directors during their strategic planning process and served as a consultant assisting with the Pennsylvania Commission for Community College's strategic planning initiative.

STRATEGIC PLANNING PROCESS

IMPLEMENTATION

Phase #1: Organizational Assessment

1. Review organizational information (history, products and services, current activities, etc.).
2. Coordinate quick, comprehensive, practical organizational assessment of all internal functions, with input from key Board members and employees. Produce written Organizational Assessment Report.

Timeline: February 2018

Phase #2: Vision Retreat

A vision is a realistic, credible, attractive future for an organization. It is a statement of intentions that defines a destination or future that an individual or group finds particularly desirable. The right vision is an idea so powerful that it literally jump-starts the future by calling forth the energies, talents, and resources to make things happen.

A vision retreat can go a long way toward breaking the "business as usual" mindset by revealing new possibilities and opportunities. Discussion revolves around the fundamental nature and prospects of the organization. Without a vision, strategies may end up projecting the status quo or being purely reactive, jumping here and there in response to random opportunities when they arise. With a vision, strategies can become deliberate and pro-active, allowing the organization to create its own opportunities and opening real possibilities for innovation and change.

Specific components of a Vision Retreat include the following:

- Held offsite for 2.5 - 3 hours.
- Organized and facilitated by Joe April and Nick Neupauer.
- Review past accomplishments, then identify current strengths & challenges of the Network.
- Collectively determine a vision statement for the Network; this vision will guide the mission and core values.
- Ensure that vision and focus align with the Foundation and System's strategic vision and plan.
- Based upon the shared vision, develop a list of *customers*, those entities that may be impacted by the efforts of the Network.

Timeline: March 2017

Phase #3: Customer/Stakeholder Engagement

Based on the issues described in the Organizational Assessment Report and the collective Vision as determined in the Vision Retreat, secure feedback from key customers/stakeholders:

1. Develop a set of questions to pose to customers/stakeholders.
2. Conduct surveys, focus groups and one-on-one meetings with customers/stakeholders.
3. Synthesize information into a detailed Stakeholder Report, focused on the following:
 - Outline customer/stakeholder current perception of the Network.
 - Identify customer/stakeholder needs that may offer an opportunity for the Network.
 - Detail specific opportunities for partnerships.

4. Interviews will be conducted by Joe April, Nick Neupauer and Polly Binns.

Timeline: April 2018

Phase #4: Draft Strategic Plan

Integrate information and data determined in steps Phases 1 – 3 to construct a first draft of the Network's Strategic Plan. Components include the following:

1. Vision Statement
2. Mission Statement
3. Core Values
4. Goals (Including linking of Network goals with the CA Foundation and System Goals)
5. Strategies
6. Objectives
7. Tactics
8. Measurable outcomes
9. Responsible parties (Who will own each area?)
10. Resources (if any) needed to achieve each specific goal
11. Timeline of implementation

Timeline: May 2018

Phase #5: Refinement and Approval of Strategic Plan Document

The last phase incorporates Network feedback and finalizes the strategic Plan.

1. Draft of Strategic Plan reviewed/edited by Network leadership and senior management
2. Draft sent to Board of Directors two weeks prior to retreat with opportunity for feedback.
3. Conduct 2.5- to 3-Hour Strategic Planning Retreat with Network Board to finalize plan
4. Final draft written based on input at the Retreat

Timeline: June 2018

PROJECT ACTIVITIES AND DELIVERABLES

1. Organizational assessment and development planning, including initial assessment and recommendations, resulting in a written Assessment Report and an Organizational Development Plan to address issues described in the Report.
2. Board development, including engagement, staffing and organization of members, along with comprehensive, step-by-step guidelines and materials for all critical and ongoing Board activities, resulting in a written Board Development Plan.
3. Strategic planning, including customizing planning process, identification and/or clarification of all critical issues and specific strategies to address each issue, resulting in a written relevant, realistic and flexible Strategic Plan.
4. Leadership and supervisory development, including identifying performance goals for each position, clarifying roles and organization, and customizing employee performance management system, along with comprehensive, step-by-step guidelines and materials for all critical leadership and supervisory activities, often resulting in a revised job description specifically pertaining to the primary staff's role with the Board.

PROJECT OUTCOMES

The following outcomes can be expected as part of a Convergent-led comprehensive strategic planning process:

1. Clear delineation and coordination of Board and employee roles.
2. Common vision and goals for all leaders in the organization.
3. Structures and processes to guide the Board and all employees toward achieving the new vision.
4. Specific set of operational initiatives with strategies, tactics, defined/measurable outcomes, outline of resources needed and a realistic timeline.
5. Stronger financial management, analysis and decisions.
6. Enhanced credibility and image among stakeholders.
7. Overall, more proactive direction-setting, decision-making, and problem-solving.

ROLES AND RESPONSIBILITIES

Convergent






1. Provide prompt response to client communication.
2. Administer organizational assessment; analyze results and generate written Organizational Assessment Report.
3. Facilitate strategic planning process, including customization and development.
4. Provide complete step-by-step guidelines and materials for organizational assessment, all aspects of strategic planning, staffing analysis, roles and structures, and employee performance management.
5. Write, edit and update the strategic plan
6. Generate written status reports shortly after end of all phases of project.
7. Regularly reflect, document and share learning from the project with the client and members of the client's organization.

Network

1. Provide prompt response to consultant communication.
2. Provide adequate organizational information for consultant to understand the organization.
3. Participate in organizational assessment.
4. Board and staff coordinate and participate in meetings as planned, including Board training and strategic planning sessions.
5. Promptly finish actions as necessary between meetings, including preparation for upcoming meetings and actions identified from the meetings.
6. Board forms Planning Committee to oversee development of Strategic Plan, including review of status of activities and written reports from consultant.
7. Edit the written Strategic Plan.
8. Regularly reflect, document and share learning from the project with the consultant and members of the client's organization.

TIMELINE

We anticipate five months to complete the Network's strategic plan:

-  February 2018 – Organizational Assessment
-  March 2018 – Vision Retreat
-  April 2018 – Customer/Stakeholder Engagement
-  May 2018 – Draft Strategic Plan
-  June 2018 – Refinement/Approval/Finalization of Strategic Plan

MANAGEMENT FEE AND EXPENSES

Convergent's *normal* management fee for facilitating the Network's strategic planning process is \$27,000, plus expenses (airfare, car rental, lodging, per diem, report printing, parking, etc.). Per Diem while on-site and traveling is based on the current Federal rate of \$51/day. Expenses will be detailed in a budget approved by the Network and will be submitted via a detailed expense report to the client for reimbursement.

Convergent is very interested in developing a long-term relationship with the Network and its member colleges. We will therefore reduce our management fee by \$2,500 as an in-kind Silver Partner via the Network's Corporate Partnership Program. Our net fee is \$24,500.

Half of Convergent's management fee is due and payable upon approval of this proposal. The remainder is due upon completion of this engagement.



Joe April

Partner, Community College Division Director

Joe has more than 25 years of experience in community college resource development programs as a staff member and consultant. His professional expertise includes major gift campaigns, planned giving, and strategic planning for foundation boards and advancement teams. As a consultant, Joe has led more than 50 feasibility studies, development assessments, foundation strategic plans, community summits, industry forums, and alumni strategic planning efforts. Since 2012, he served as a partner and executive vice president for two consulting companies where he was the lead consultant on over 25 projects, including 10 major gift campaigns, all of which exceeded their funding goals.

As a former Region I Director for the Council for Resource Development (CRD), he has chaired three of the organization's national conferences. In addition to CRD, Joe is actively involved in the Association of Fundraising Professionals (AFP) and the Council for Advancement and Support of Education (CASE), where he regularly speaks at their regional and national conferences. In November 2015, Joe was the keynote speaker at the AFP Iowa State-Wide Conference, where he presented on generational giving trends.

Prior to becoming a full-time consultant, Joe served as the Chief Advancement Officer at the following institutions: Holyoke Community College, MA; Bay Path College, MA; MassBay Community College; and the Community College of Rhode Island. This wealth of experience makes Joe an invaluable resource to our community college clients.

SUMMARY OF EXPERIENCE

- Personally solicited and closed over \$35 million in major and planned gifts as a staff member of various college advancement teams.
- Practical, hands-on experience leading numerous institutions from campaign into a diversified, comprehensive, and sustainable development program.
- Possess a strong record of creating mission-focused staff and volunteer teams, including recruiting a completely new Foundation Board and Alumni Council at MassBay Community College.
- Led five comprehensive major gift / capital campaigns, which collectively secured over \$50 million, exceeding goal in each.
- Campaign consultant on over 25 major gift / capital campaigns which raised a total of over \$250 million.
- Has worked with community colleges in 25 states across the country, from Maine to Florida to California, and internationally.
- AA from St. Petersburg Junior College and a BA in Economics from the University of South Florida.



Nicholas has served as President of Butler County Community College (Butler) for 11 years. Most recently, Butler was named by www.Schools.com as Pennsylvania's top community college. It was the second consecutive No. 1 ranking. From 2014 – 2018, Butler earned Military Friendly School recognition by Victory Media. Other recent accomplishments: a five-star chapter designation for the Rho Phi Chapter of the Phi Theta Kappa International Honor Society; a top 10 percent ranking by OnlineColleges.com for the distance education program; and The President's Cup in the Western Pennsylvania Community College Leadership Institute.

Fundraising at Butler has increased significantly since Nicholas became President in 2007. Assets in The BC3 Education Foundation, Inc. have increased from \$8.9 million to \$18.2 million, including three separate \$1 million gifts from private donors in just over three years. A Pioneer Proud Campaign concluded in the fall of 2016 with \$6.85 million (thrashing a goal of \$5.5 million) and 82 percent of employees and boards contributing.

Prior to being appointed President, he served as Vice President for Academic Affairs (2004-2007) and Dean of Humanities and Social Sciences (1999-2004) at Butler. He was also an assistant professor and chair of the Communication Department at Marist College (1996-1999).

Nicholas was Board Chair of the Pennsylvania Commission for Community Colleges from 2013 – 2015. He and his wife, Tamatha, were co-chairs of the Butler County March of Dimes Walk in 2010. In 2012, he chaired two Butler County Heart Association Walks. Nicholas served as Chair of the Butler County Chamber in 2011. He was the 2010 recipient of the Arthur V. Ciervo Award from the Association of Communicators in Education. His expertise in communication was recognized in 2013 by the National Council for Marketing and Public Relations (District 1) as its prestigious Pacesetter Award winner.

He earned a Doctorate in Education in Communication and Instruction from West Virginia University, a Master of Science in Communication from Clarion University, and a Bachelor of Arts in Print Journalism from Penn State University.



Polly Binns, Ed.D.
Partner, Binns Drennon, LLC

Polly has been actively involved in non-profit and community college planning and resource development for 27 years. Currently, Binns is a partner with Binns Drennon, LLC, a consulting firm focusing on strategic and project planning, public/private partnership development, and fundraising for non-profits and community colleges. In this capacity, she helps non-profits and community colleges create integrated and sustainable resource development models designed specifically for the colleges where she has been engaged. She has facilitated “courageous conversations” between colleges and their foundation boards leading to transformative change benefitting the students they serve.

She is also associated with McNellis Compression Planning®, a 7-step visual planning process used extensively in the non-profit and community college sector, as well as in business and industry. In that capacity, she assists in facilitation of Compression Planning Institutes, marketing, web content, and public relations. She conducts planning sessions for both the profit and non-profit sectors in strategic planning, project planning, grant development, and opportunity and/or challenge solutions.

Her career began at Cecil [Community] College in 1990 where over the course of 13 years she led the Foundation and College in all aspects of resource development. There she revitalized a dormant foundation board, developed the Alumni Association, and initiated the College’s first employee giving campaign, and conducted numerous targeted campaigns. From 2003 to 2013, Polly served as Executive Director for the Council for Resource Development (CRD), the national association of community college resource development officers, representing over 1,600 members across the country. She helped bring CRD to national prominence and the organization became the go-to source for information on community college advancement and grant development for their own members, members of Congress, the media, and other associations.

Polly has extensive experience in volunteer management, strategic planning; project management; fundraising campaigns including annual fund, capital, and employee campaigns; major gift/planned giving programs; grant development; alumni development; and public relations, marketing, and freelance writing. Polly has taught at community colleges and in higher education doctoral programs since 1995. She has degrees in theater arts and writing, and holds certification as a Certified Fund Raising Executive (CFRE).

REFERENCES

DR. CHRISTOPHER REBER, PRESIDENT OF THE COMMUNITY COLLEGE OF BEAVER COUNTY

Monaca, Pennsylvania

724-480-3400

Chris.Reber@ccbc.edu

- ✿ Conducted feasibility study, major gift campaign and strategic plan for their foundation board
- ✿ Goal: \$12 million / Secured: \$4 million to date
- ✿ Helped reorganize the CCBC foundation board as part of an integrated strategic planning process.

DR. JOHN J. RAINONE, PRESIDENT OF DABNEY S. LANCASTER COMMUNITY COLLEGE

Clifton Forge, Virginia

540.863.2827

jrainone@dslcc.edu

- ✿ Conducted feasibility study, major gift campaign and foundation board strategic plan
- ✿ *Inspire, Invest, Impact: The Campaign for DSLCC* – provided funding for a Promise Scholarship, workforce development program/capital support and expansion of a satellite campus
- ✿ Goal: \$3.5 million / Secured: \$4.1 million, including a \$1.25 million gift
- ✿ Key goal and outcome of the Campaign was to increase DSLCC's overall enrollment, especially in targeted industry clusters such as Forestry

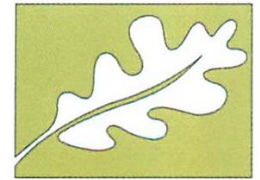
DR. LIANG CHEE WEE, PRESIDENT OF NORTHEAST IOWA COMMUNITY COLLEGE

Calmar, Iowa

563.562.3263

weel@nicc.edu

- ✿ Conducted feasibility study, major gift campaign and foundation board strategic plan
- ✿ *Campaign for Excellence* – provided endowment for scholarships, capital, and program support for their workforce development programs
- ✿ First campaign in NICC's 50-year history
- ✿ Goal: \$10 million / Secured: \$11.5 million
- ✿ 98.5% faculty and staff participation rate
- ✿ Embedded strategic planning in campaign to create a comprehensive, diversified, sustainable institutional advancement program, including Planned Giving, Annual Giving, an Alumni Engagement Plan, an Institutional Stewardship Plan, and a Foundation Board Strategic Plan



Via E-mail: ccrawford@foundationccc.org

3 December 2017

Constance Crawford
Network of California Community College Foundations
1102 Q Street, Suite 4800
Sacramento, CA 95811

Dear Constance:

It has been a pleasure talking with you about the Network of California Community College Foundations (NCCCF) as well as its parent, the Foundation for California Community Colleges and its many programs and initiatives. As a longtime friend of Paula Allison's, I have also enjoyed the chance to understand more about the opportunities and challenges facing individual community college districts and foundations as well as the system as a whole. Whether the focus is on a single foundation, or on a district, as is Paula's focus, it is apparent that cooperation and collaboration, common best practices, avoiding duplication and providing opportunities for professional growth and development are some of the keys to improved fundraising capacity. In developing its strategic plan, the NCCCF can expand these and other strategies in order to strengthen the capacity of all of the state's community college foundations.

I have reviewed your list of questions, the Foundation and NCCCF websites and Strategic Plans, the NCCCF board meeting packets and other background materials on your website. Based upon this information and discussions with you and Paula, I have developed an understanding of the assignment and responses to the questions posed in your email.

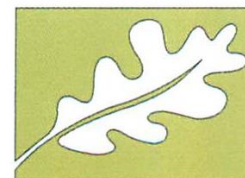
I have also attached my resume and summaries of a few relevant projects. These include a strategic and organizational development plan for Diabetes Youth Families - a provider of camp-based outdoor education for Type 1 diabetic youth; the California Vision and Action Plan for the Trust for Public Land, California; the Organizational Sustainability project for the S.D. Bechtel, Jr. Foundation - a four year project to improve the capacity and sustainability of 15 nonprofit conservation organizations; and a research project documenting best practices and lessons learned from Conservation Partnerships for the California Council of Land Trusts. I also worked with Paula earlier this year to facilitate a joint board retreat for the Los Rios Foundation where representatives from each of the district's four community colleges participated in learning and interactive discussions around building a regional Promise Program.

The work of the individual community college foundations provides a literal foundation for the entire system and its students. I would welcome the opportunity to assist the NCCCF with determining its future focus and direction. I look forward to talking with you further.

Best,

A handwritten signature in black ink, appearing to read 'Tina Stott', with a stylized flourish at the end.

Tina Stott
Principal



Project Understanding

The Network of California Community College Foundations (NCCCF) is a nonprofit association of advancement officers from most of the 111 California community college foundations. (In 2017-18 there were 75 member foundations and approximately 180 participating individuals). The main areas of focus of the NCCCF are providing leadership, training and networking opportunities in order to improve the resource development capacity of the individual foundations. In addition, the NCCCF advocates for greater investment in our community colleges. An additional benefit to members is access to the resources and conference of the nationwide Council for Advancement and Support of Education (CASE).

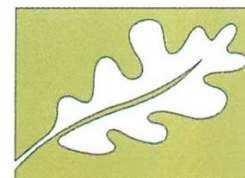
The Network has a volunteer board of 14 members representing community college foundations/districts from around the state. The Foundation President and Director of Strategic Partnerships are ex-officio members of the board. The board meets four times per year. The NCCCF also has a newly established CEO Advisory Council that supports the role of college CEO's in fundraising. The NCCCF is supported by 0.25 FTEs. The work of the NCCCF is executed primarily by two standing board committees – Executive and Governance, and five Ad Hoc Working Groups – Resource Development, Best Practices, Professional Development, Communications & Advocacy, and CEO Advisory Council. The NCCCF is supported by the Foundation for California Community Colleges and it is the primary vehicle for implementing one of the Foundation's strategic goals – “promoting collaboration among, and bolstering the capacity of Community College-based foundations to support local fundraising efforts.”

The NCCCF's CEO Advisory Council recently convened community college CEO's from around the state to gather input on what these CEOs believe their foundations need to succeed. Some of these needs include capacity building, sharing of best practices and help with donor relationships. Others are items that could increase overall system efficiency such as helping to understand and/or review legal documents, requirements, and legislation; providing foundation board member training; and consolidating system-wide foundation costs.

The NCCCF board desires a strategic plan that will guide its activities for the coming three years. The plan should be based upon a meaningful vision and goals that reflect the impact of the Network on its individual members and the community college foundations as well as its external partners and stakeholders. In order to provide the greatest benefit, it will be important that the plan is a useable document with clear implementation strategies and not a document that sits on a shelf.

Some of the topics that may be addressed as part of the strategic planning process include:

- Member needs – individuals and foundations
- Gaps and redundancies in services
- Building awareness and support
- Branding
- Membership
- NCCCF's advocacy roles
- 501(c)3 status
- Funding and fundraising
- Financial sustainability



- Staffing level and roles
- Partnerships and collaborations
- Measuring Network benefits
- Measuring return on investment for the Foundation
- Others to be identified through discussion with board members, foundation staff and stakeholders.

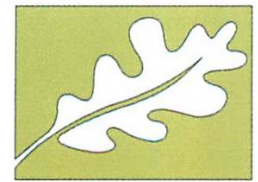
Recommended Process

A strategic planning process should engage board and staff and build enthusiasm for the future of an organization. In order to effectively engage NCCCF members, its board and stakeholders; refine your mission, vision and values; and develop strategies and goals to enhance organizational impact and achieve financial sustainability, I recommend the following process:

Board, Staff, Member and Stakeholder Input – This task provides the foundation for the strategic plan. It is an opportunity to engage a range of interested parties in the future of NCCCF and the information gathered will inform the vision, mission, goals and strategies. Due to the size of the NCCCF community, it is recommended that both telephone interviews and online surveys are used to gather input.

- **Telephone interviews** (up to 30) would be conducted with the NCCCF board members and key stakeholders (to be identified by staff and board members). Key stakeholders may include selected community college CEOs, Advisory Council members, NCCCF partners such as CASE and corporate partners, and advancement staff from both very small and very large foundations/districts. Questions would be developed with staff and board input and would likely address NCCCF strengths, weaknesses, opportunities and threats as well as each interviewee's vision for the Network. Additional questions could address redundancies, gaps in services, the needs the Network could fill and the measurable results NCCCF could achieve through this strategic plan. Specific questions will address how NCCCF can achieve financial sustainability. Interviewees will also be asked to comment on the existing vision, mission and values. NCCCF staff would be responsible for sending the interview requests and reminders. Scheduling would occur using the consultant's scheduling program.
- An **online survey** would be sent to all potential participants in the NCCCF community including the staff at each foundation (both member and non-member foundations). Survey questions would be less detailed than the interview questions above and would focus on the needs of individual advancement professionals and their foundations as a whole. These questions would help define the impact NCCCF can have on the foundations and their staff. Questions would be developed with board and staff input but would likely focus on the benefits and drawbacks of the Network and how it could improve its service to individual members and foundations as well as its ability to help increase their capacity and capabilities. NCCCF staff would be responsible for requesting survey participation and sending the survey link to recipients.
- **Strategic Plan Memo #1: Key Findings** will summarize interview and survey results and identify the potential strategic plan topics that emerged. This memo would be used to guide board discussion of the NCCCF vision, mission, goals and values.

Timing: In order to have the above research completed by the January 30/31 Board meeting, and assuming the board packet goes out one week in advance, all interviews and survey responses would need to be



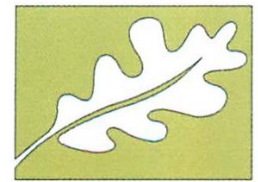
completed by mid-January at the latest. This following schedule assumes a notice to proceed is issued on December 18.

- **December 18 – 29:** Develop survey and interview questions, identify interviewees and survey recipients.
- **January 2:** Send out interview requests and surveys
- **January 4 – 15:** Conduct interviews
- **January 15 – 22:** Consolidate responses and prepare Memo #1
- **January 23:** Staff Review of Memo #1
- **January 24:** Final memo provided for board packet
- **January 30/31:** Board Meeting

Note: This is an extremely tight schedule and assumes NCCCF staff is available to assist the consultant in late December. Rescheduling the January meeting to mid to late February would be much more realistic and would likely result in a better response rate.

Strategic Plan Development – Given the geographic distribution of the NCCCF board, it is likely that involvement of the full board in the strategic plan would need to occur as part of the meetings that are already scheduled for 2018 (currently January, April, June and October). Based upon this schedule and a desired completion of the Strategic Plan before the start of the next fiscal year, development of the strategic plan would occur as follows:

- **Board Meeting #1.** A portion of the January 2018 board meeting would be devoted to discussing Memo #1: Key Findings and developing/refining the vision, mission, goals and values that will serve as the foundation for the strategic plan. Potential implementation strategies and measurable outcomes will also be discussed. For all workshops, a memo and agenda will be prepared for review and comment by staff. All materials will be sent out one week in advance of the workshops.
- **Strategic Plan Memo #2: Draft Goals and Strategies.** A memo summarizing the outcomes of Board Meeting #1 would be prepared for review by the Board at its April meeting. The memo would include a draft vision and mission as well as preliminary goals, strategies and measurable outcomes/measures of success.
- **Board Meeting #2.** A portion of the April 2018 board meeting would be devoted to discussing Memo #2 including confirming the vision, mission and goals and reviewing proposed strategies and measures of success. Implementation priorities would also be discussed.
- **Draft Strategic Plan.** Based upon the interview and survey findings, discussion at Board Meeting #1 and #2, and comments on Memo #1 and 2, the draft strategic plan would be developed. The draft plan will include the mission, vision and values; goals, strategies and measurable actions; and responsibilities, order of magnitude costs and responsibilities.
- **Board Meeting #3:** The Draft Strategic Plan would be presented to the full board for discussion at its June 2018 meeting. Ideally, the board would identify any changes needed to the document and adopt the plan (with these changes to be incorporated) at this meeting.
- **Final Strategic Plan:** Based upon discussion at Board Meeting #2, the final strategic plan would be prepared.



Fee

The proposed fee for the above tasks is \$18,400. The fee includes the above mentioned tasks but does not include travel and lodging expenses for Board Meetings 2 and 3. Meetings in Sacramento or the Bay Area will not incur travel expenses.

Experience

My experiences with associations/membership organizations and statewide entities are closely linked as I have worked with several statewide membership organizations. The California Council of Land Trusts (CCLT) is one such organization. CCLT is the statewide nonprofit that provides services to its member land trusts that are similar to those that NCCCF provides to its members – education, communication and advocacy. The work I have done for CCLT involves research conducted with the intent of informing and educating its members.

- One project is the Conservation Horizons Project where future demographic, climate and cultural trends facing California were identified, documented and used to develop recommendations on how land trusts can respond to these changes and become more relevant to their communities and members.
- The second project for CCLT involved interviewing representatives from conservation partnerships around the state, convening a day long symposium on the topic, and developing a user guide to help land trusts and other groups develop and sustain conservation partnerships.

My experience with philanthropy in education includes a recent planning and facilitation project I worked on with Paula Allison at Los Rios Foundation. The Los Rios Community College District is considering creating a region-wide Promise program. I facilitated an initial meeting to explore the potential for such a program. The meeting included presentations by each college president as well as a presentation on the design and outcomes of Santa Barbara City College's Promise Program. Breakout sessions allowed participants identify messages to encourage various donor groups (alumni, businesses, community members, foundations) to donate to the community colleges and identified the benefits of a regional promise program. Some of the topics and outcomes of this meeting could be relevant to the NCCCF strategic plan and especially to the development of the interview and survey questions.

These and other relevant strategic planning and capacity building projects are described in greater detail beginning on page 7.

Availability

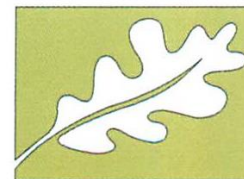
I am available to begin the strategic planning process now and am free to attend meetings on January 30 and 31, 2018.

References

- Tina Batt, former program director, S.D. Bechtel, Jr. Foundation, christinabatt4@msn.com
- Janet Kramschuster, Executive Director, Diabetes Youth Families (DYF), kramschuster@dyf.org
- Darla Guenzler, former Executive Director, California Council of Land Trusts (CCLT), darla@wildlifeheritage.org

Resume and Relevant Project Experience

Tina Stott's resume and descriptions of relevant projects are included on the following pages.



Tina Stott | Resume

Education

Bachelor of Arts, Economics
Colorado College

Master of City Planning
Urban Design Certificate
University of Pennsylvania

Professional History

Stott Planning Associates
Oakland, CA
1998-2004; 2007-present

PMC

Oakland, CA
2004 - 2007

EDAW, Inc.

San Francisco, CA
1990-1998

Expertise

Strategic Planning.
Organizational Development.
Capacity Building.
Research, Assessment and
Evaluation.
Conservation Planning.
Project Management.

Skills

Excellent written, oral and
visual communications.
Facilitation.
Graphic recording.
Grant writing.

Proficiencies

MS Excel, Word, PowerPoint,
Adobe Creative Suite

Contact

236 King Avenue
Oakland, CA 94610
tinastott@gmail.com

www.stottplanning.com

www.linkedin.com/in/stottplanningassociates

Tina Stott's expertise lies in helping nonprofit organizations address their planning needs. She works closely with her clients to prepare strategic plans, organizational assessments, evaluations, and resource management plans aligned with each organization's unique vision and values. She is especially skilled at project management, facilitation, capacity building, community outreach, and consensus-building.

Professional Experience

Stott Planning Associates: Principal/owner of a firm specializing in organizational development and capacity building; research and evaluation; conservation planning; and community engagement.

PMC: Senior Associate and Director, Conservation and Resource Planning Group

EDAW Inc.: Project Manager – Park Master Plans and Resource Management Plans

Representative Projects

Strategic Planning

- Diabetes Youth Families Strategic Plan (*Diabetes Youth Families*)
- California Vision and Implementation Plan (*Trust for Public Land*)
- Tamalpais Lands Collaborative Five-Year Strategy (*GGNPC*)
- Mother Lode Land Trust Strategic Plan (*Mother Lode Land Trust*)
- Solano Land Trust Organizational Strategic Plan (*Solano Land Trust*)

Organizational Development and Capacity Building

- Conservation Organization Sustainability Initiative (*S.D. Bechtel, Jr. Foundation*)
- Mother Lode Land Trust Capacity Building (*Mother Lode Land Trust*)
- Board Assessment and Recommendations (*Tri-Valley Conservancy*)

Research, Assessment and Evaluation

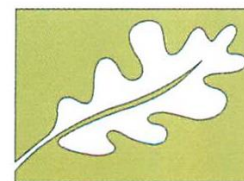
- Regional Stewardship Collaborations: Lessons Learned (*California Council of Land Trusts (CCLT)*)
- Conservation Horizons: California's Growth Trends (*CCLT*)
- Renewable Energy Decision-making Tool: User Research (*The Nature Conservancy*)
- Partnership Case Study: Tamalpais Lands Collaborative (*Golden Gate National Parks Conservancy (GGNPC)*)
- Parks for People Stewardship Evaluation (*Trust for Public Land*)
- Community Process Evaluation: Parks for People Program (*Trust for Public Land*)

Facilitation and Community Engagement

- Building a Regional Promise Program (*Los Rios Community College District*)
- Green Vision: Conservation Vision for San Francisco Bay Area Region (*BAOSC/Greenbelt Alliance*)
- Pacific Gas and Electric Energy Efficiency Focus Groups (*PG&E*)

Conservation Planning

- Solano County Agricultural Conservation Easement Plan (*Solano Land Trust*)
- Alcatraz Island Bird Conservation and Management Strategy (*GGNPC*)
- Coastal Trail Enhancement and Restoration Project (*GGNPC*)
- Merced River Plan EIS: Recreation and Wilderness (*Yosemite National Park*)
- Marin County Parks and Open Space Master Plan (*County of Marin*)
- Berkeley Citywide Pools Master Plan - Contract Project Manager (*City of Berkeley*)



Stott Planning Associates | Selected Projects

Conservation Organization Sustainability Initiative

Client: S.D. Bechtel, Jr. Foundation

The S.D. Bechtel, Jr. Foundation developed this initiative to increase the capacity and sustainability of 15 conservation organizations; and to strengthen the ability of each to steward and protect California's public and private lands in the future. In addition to providing capacity building grants to each organization, the project provided ongoing technical support in the form of five workshops and one-on-one training in fundraising and board development. Workshops were designed to foster learning from both the consultant team and the other organizations. Organizations ranged from very small nonprofits to member associations

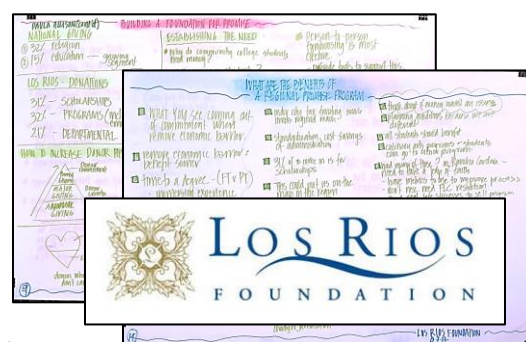


Tina Stott was the project manager for this three-year effort. In addition to day-to-day project management of the consultant team and conservation organizations, Tina was responsible for conducting annual evaluations of the progress of each organization as well as of the cohort as a whole, and developing a final case study documenting lessons learned from the project that could be applied to other capacity building efforts.

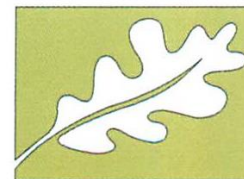
Building a Regional Promise Program: Planning and Facilitation

Client: Los Rios Foundation

The Los Rios Foundation raises philanthropic resources for the four colleges of the Los Rios Community College District. Each college has its own advancement department. The Los Rios Foundation convened the District's college presidents and advancement staff for a one-day retreat to explore the potential for creating a region-wide Promise program – a program that provides a fee free first year to recent high school graduates. Los Rios is exploring how to expand the Promise program to all four of their colleges through philanthropy and community partnerships.



Tina Stott worked closely with the Foundation to develop the meeting structure, handouts and breakout topics. The meeting included presentations by each college president as well as a presentation on the design and outcomes of Santa Barbara City College's Promise Program. Breakout sessions focused on participants identifying messages to encourage various donor groups (alumni, businesses, community members, foundations) to support the community colleges and also, identifying the benefits of and obstacles to a regional Promise program. Tina facilitated the meeting, provided graphic recording services, and developed a summary of meeting outcomes. One of the outcomes was a summary of key messages and themes for donor groups. These were intended as talking points that foundations could use to promote the value of a community college education and to help Los Rios develop an overall case for support.



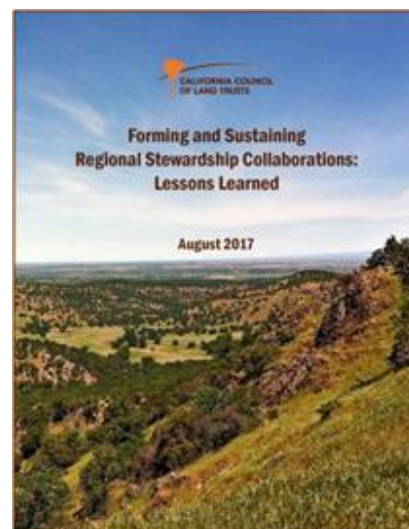
Stott Planning Associates | Selected Projects

Regional Stewardship Collaborations: Symposium and Case Study

Client: California Council of Land Trusts

The California Council of Land Trusts (CCLT) received a grant to explore regional stewardship partnerships in California. Regional stewardship stems from the idea that contiguous lands, whether public or private can be more effectively and efficiently managed collaboratively – reducing costs and enhancing resource benefits. Traditionally, the land trusts that participate in such partnerships are large and well-established, yet management by partnership is a tool that many land trusts could engage in to stretch stewardship and land management funding and enhance a region's natural resources.

Tina Stott was responsible for planning and executing a one-day symposium and developing a case study. She identified notable California collaborations, interviewed representatives of each and selected representatives to participate in a day-long Regional Stewardship Symposium. Symposium topics included innovations in regional stewardship, large landscape collaborations, and agency perspectives on regional stewardship. Following the symposium, lessons learned in the areas of formation, funding, longevity and readiness were compiled into a case study to help land trusts and others venture further into collaboration. The final document can be found at: <https://www.calandtrusts.org/wp-content/uploads/2017/11/Forming-and-Sustaining-Regional-Stewardship-Collaborations-Lessons-Learned-August-2017-EDITED-CGI.pdf>



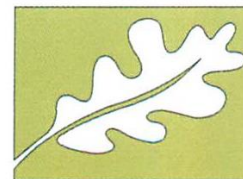
Strategic Plan and Organizational Support

Client: Diabetes Youth Families

Since 1938, Diabetes Youth Families (DYF) has provided education and support to Type 1 diabetics and their families via weekend and multi-week programs in camp-based settings, allowing participants to better understand and manage Type 1 diabetes. The organization had recently emerged from many years of tumultuous management and, with a new Executive Director on board, was eager for a fresh start.

Tina Stott developed a five-year strategic plan to guide the organization forward. The Strategic Plan addresses the organizational vision and direction, financial sustainability and fundraising, marketing and communications, programs, key audiences, and organizational structure and function. Following completion of the plan, Tina ensured plan implementation by creating the process for board and staff work plan development. She also developed DYF's first annual review process and conducted a 360-degree review of the executive director.



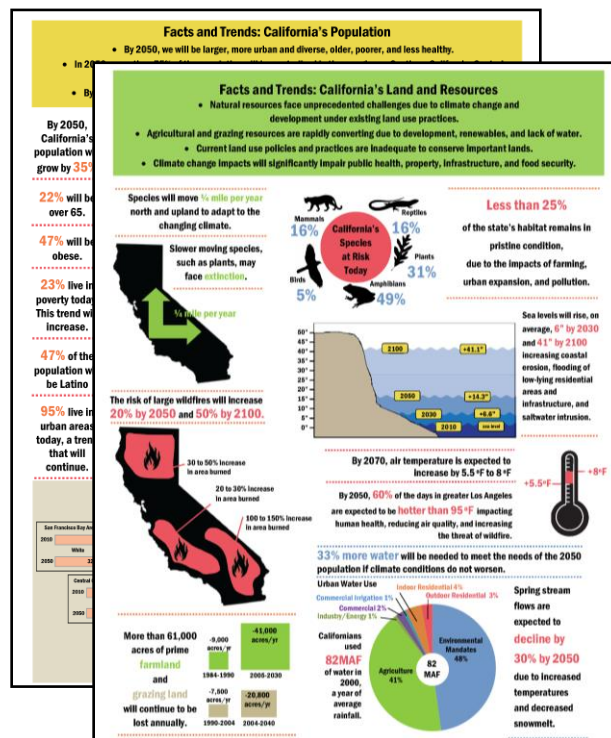


Stott Planning Associates | Selected Projects

Trends Affecting California's Land Trusts

Client: California Council of Land Trusts

The California Council of Land Trusts formed its Horizons Committee to help California's land trust community plan for the future. As part of the project, Tina Stott researched and prepared a set of six informational graphics illustrating the many changes California will see in the coming forty years. Infographics were created for population, land and resources, agriculture and working landscapes, culture and attitudes, funding, and land trust trends. The graphics were used at the organization's annual conference to begin a conversation about what these trends mean for the future of land trusts in California. Based upon the demographic and trend information, the Horizons Committee developed a series of recommendations aimed at helping land trusts thrive in a rapidly changing natural, social and financial landscape.



California Vision and Action Plan

Client: Trust for Public Land

Tina Stott assisted The Trust for Public Land in California with development of its California Vision and a supporting action plan to guide implementation of the vision. The Vision and Action Plan articulates TPL's goals in the face of climate change, human health concerns and a growing and diversifying population. The plan was developed through staff and board interviews and workshops. Goals and strategies were developed for four key program areas – three externally focused - Equity and Access, Environment and Health, Education and Engagement, and the fourth, One California, focused on capacity, collaboration, and funding. Tina also prepared a summary brochure to share with potential funders and donors.

