

Contract Proposal

October 8, 2010

Client

Santa Clara County Open Space Authority

c/o William M. Parkin, Interim General Manager

6980 Santa Teresa Blvd, Suite 100

San Jose, CA 95119

wparkin@openspaceauthority.org

Scope of Work

La Piana Consulting will provide assistance to Santa Clara County Open Space Authority (SCCOSA, or Client) to guide the agency through a strategy development and planning process centered around several public meetings. We propose a two-phase process to complete this work.

Phase 1: Information Gathering and Project Design

We will undertake the following activities in this initial phase:

- Facilitate in-person meeting with the Board to clearly understand members' goals for this project
- Review existing information about the agency, its programs, and previous strategy and planning efforts
- Develop a Strategy Team that will partner with the consultant during the process
- Facilitate 1-2 Strategy Team meetings by phone to review and revise process work plan
- Create a final work plan for the remainder of this process

Phase 2: Strategy Development

We will develop a complete work plan for Phase 2 as the primary product of Phase 1.

As described in our initial proposal, we have based our current pricing for Phase 2 (see Project Cost, below) on a specific set of assumptions:

- 6 initial interviews with SCCOSA leadership to fully understand the organization's needs, history, and hopes
- 4 meetings with staff/consultants for project design, decision-making, etc.
- 6 public meetings at 3 hours each
- 1 additional monthly meeting by phone
- Limited time for writing up meeting summary, reports, etc. – we will contribute and edit / revise, but will not be primarily responsible

As described in Phase 1 above, we have modified our approach to developing the project work plan. Rather than conduct initial interviews, we now anticipate 1 in-person meeting with the full Board and 1-2 Strategy Team meetings by phone.

After having met with the Board, we understand that SCCOSA may be interested in adding components or enhancements to the Phase 2 work plan, which may include:

- Additional citizens advisory committee or other public meetings as needed
- Consultant plays lead role in drafting meeting summaries, reports, etc. and in creating a polished final product
- Management support to SCCOSA and to other consultants during the general manager selection process

Timeframe

Phase 1 will begin immediately upon return of this signed contract. Assuming a start date in mid-October 2010, and the ability of Client to schedule meetings and respond to requests for information as needed, we will complete the above scope of work no later than Dec 2, 2010 (and hope to complete it sooner).

The work plan and time line for Phase 2 activities will be developed in Phase 1.

Consulting Team

This project will be led by Lester Olmstead-Rose, Director of our Strategy Practice; his bio is included in Appendix A. Additional associates may be brought in to assist if needed, with approval of Client. An overview of La Piana Consulting is provided in Appendix B.

Project Cost

This agreement authorizes \$30,000 in fees for the total contract – Phases 1 and 2 combined.

Phase 1 of this project will be undertaken for a fixed consulting fee of \$5,000, plus reimbursement of travel and incidental expenses which will be billed at our cost in the month after they are incurred.

Fees for Phase 2 activities as described based on assumptions listed on page 1 of this proposal will be no more than \$25,000, plus expenses. The Board may wish to enhance the work plan during the Phase 1 process, such as described on page 2, or in other ways. Work plan enhancements will increase the project cost.

Payment Schedule

Phase 1 fees will be invoiced according to the following schedule:

<u>Date</u>	<u>Amount</u>
November 2011	\$2,000
Upon completion (Dec 2011)	\$3,000

Payment schedule for Phase 2 fees will be determined as part of development of the work plan during Phase 1.

Payments must be made within 15 days of receipt of invoice. All balances that remain unpaid after 30 days are subject to a late payment fee of 1% or \$25 per month (whichever is greater).

Mutual Commitments

Client and consultants must work together closely to produce the best results. The parties mutually agree to be responsive to each other's requests, to communicate openly and regularly, to make key personnel available to one another, to share all relevant information in a timely manner, to put their best efforts forward, to be clear about deliverables and timelines, and to keep all financial commitments to one another.

Either party may request changes to this agreement, which can be made by mutual consent. Should the parties be unable to reach a new agreement either party may end this agreement by providing written notice to the other party. Such cancellation shall not nullify Client's obligation to compensate La Piana Consulting for prior work performed or expenses incurred under this agreement.

Mediation

Prior to initiating any legal action regarding any controversy or claim arising out of, or relating to, this contract between La Piana Consulting and Client, the parties agree they will enter into mediation with a mutually agreed upon third party and will make good faith efforts to resolve their differences through this process. The costs of mediation will be shared equally by the mediating parties.

Quality Assurance

La Piana Consulting strives to assure its clients' satisfaction. At the end of the project, we may ask Client to complete a brief questionnaire or phone interview to provide feedback on our performance.

Acceptance

By signing below, Client accepts this proposed contract in its entirety:

William P. Parkin
Interim General Manager
Santa Clara Open Space Authority

Date



Oct. 8, 2010

David La Piana
President
La Piana Associates, Inc.
d/b/a/ La Piana Consulting
Tax ID # 94-3323222

Date

Please note: Your organization's name may be used in a list of La Piana Consulting clients on our website and/or in print materials. If your organization wishes to be excluded from these materials, please contact us at feedback@lapiana.org.

Appendix A

Consultant Background and Qualifications

Lester Olmstead-Rose, Director, Strategy Practice



Lester Olmstead-Rose, MBA, directs La Piana's consulting practice in strategy and planning. He has a diverse background in nonprofit management, programs, for-profit business, politics, and government, which informs his consulting approach.

Lester joined La Piana Consulting after six years at Pacific Gas and Electric Company, most recently as Director of Government and Public Affairs. In this capacity, he managed a team serving as liaison between PG&E and community leadership, awarding charitable contributions to nonprofit agencies, and functioning as a local government lobbyist.

Before joining PG&E, Lester was Executive Director of Community United Against Violence (CUAV), with a commitment to address issues of violence in the lesbian, gay, bisexual, and transgender communities. His stint as Executive Director was a return to CUAV where he had served as Community Organizer from 1988 to 1990.

Before beginning work with CUAV as Executive Director, Lester spent over three years as Legislative Assistant to San Francisco County Supervisor Angela Alioto. In that capacity, he researched and drafted legislation, handled constituent inquiries, and managed administrative tasks.

Lester's understanding of nonprofit culture is deeply impacted by his work on nonprofit boards. He is currently Treasurer of Chinese for Affirmative Action, a statewide advocacy and direct service organization based in San Francisco, and on the board of San Francisco Planning and Urban Research (SPUR). Lester was founding Board President of the National Coalition of Anti-Violence Programs, past board Chair (and current board member) of Equality California Institute and Intergroup Clearinghouse, and a past board member of the San Francisco Domestic Violence Coalition.

Lester received his MBA from Golden Gate University in 2002. He received his BA in Religious Studies from Stanford University. Lester also studied at the University of Salamanca in Spain, and is fluent in Spanish.

Appendix B

Overview of La Piana Consulting

Founded in 1998 with start-up capital from three major foundations, La Piana Consulting is a national management consulting firm dedicated to strengthening nonprofits and foundations. Our mission is to improve leadership and management practices throughout the sector for greater social impact. We have consulted to over 600 organizations with an emphasis in the following practice areas:

- **Strategy:** business planning, *Real-Time Strategic Planning*, market positioning, organizational assessment and organizational development
- **Strategic Restructuring:** collaborations, partnerships and mergers
- **Leadership:** governance, executive search and transition planning, capacity-building programs and human resources solutions

Working together to make a difference

It is our goal to deliver concrete results that empower your team and advance your organization's mission. Our collaborative consulting process facilitates bridge-building and cultivates a strong sense of ownership throughout your organization. We will work with you to formulate strategies that ensure your capacity-building efforts are implemented for lasting success.

Partners with Experience

You need a partner who understands the nonprofit sector. La Piana consultants have direct experience managing nonprofits, so you will be treated as a peer—not a contract. We help pinpoint your organization's core challenges and work with you to develop strategic solutions to overcome them. You will receive personal attention from an interdisciplinary team of experts. As your partner, we are committed to fostering collegial relationships that grow beyond specific project engagements.

Thought Leaders

La Piana consultants regularly undertake original – often groundbreaking – research and development, leading to ongoing innovation in our own practice and wide adoption of our new methodologies throughout the nonprofit sector. Our consultants are popular speakers and frequently participate in the national dialogue on organizational effectiveness. To support and advance the sector, we have produced a library of resources, from assessment tools and white papers, to books including ***The Nonprofit Strategy Revolution*** and ***The Nonprofit Mergers Workbook***. We offer national workshops and trainings on the sector's best practices for nonprofit leaders and consultants.

Our Mission

We are dedicated to transforming the way nonprofits are led and managed so that they can achieve greater social impact. Our mission is to help your organization become more effective through enhanced strategy, leadership and collaboration. It is the socially-driven work of the nonprofit sector that inspires us as La Piana consultants. We salute the exceptional nonprofit leaders who continue to strive to make nonprofit organizations more effective in the face of today's economic challenges. We look forward to a bright future of working together to make a difference.