



## EXECUTIVE COMMITTEE MEETING

Greater LA Education Foundation

Wednesday, August 10, 2022 at 3:00 p.m. – 4:00 p.m.

Remote Participation – [Zoom Meeting](#)

### AGENDA

1. Welcome
2. President's Update
  - a. GLA Assessment by Kerry Franco (Attachment A)
3. Board Officer Nomination and Election
4. Authorized Signers Resolution (Attachment B)
5. August 17th Board Meeting Agenda Review (Attachment C)



**TO: Board of Directors, Greater Los Angeles Education Foundation**

**FROM: Kerry Franco, President & Chief Deputy of Strategic Partnerships and Innovation**

**DATE: August 1, 2022**

**RE: Greater Los Angeles Education Foundation First Assessment**

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### **Summary**

The purpose of this assessment is to provide initial observations of the activities, staffing, financial health, and operational effectiveness of the Greater Los Angeles Education Foundation and to provide a framework for our efforts moving forward. I have identified three major focus areas— program alignment, financial management & planning, and organizational development. In each category, I have identified opportunities and obstacles and offered strategies for next steps.

### **Background**

Since joining the Greater LA Education Foundation seven weeks ago, I have spent time reviewing documents, learning about current activities, and participating in meetings with the GLA team, LACOE staff, GLA Board of Directors, and external partners. Learning the history and background of GLA and hearing directly from the GLA team, LACOE leadership, and external partners about their experiences and expectations has been invaluable. Staff has done a terrific job keeping the foundation on target and working to maintain the programs first identified when the foundation was conceived in 2018. Additionally, I have also listened to staff's feedback and understand the shared challenges resulting from an extended period of leadership transition.

On July 25th, the GLA team held an extended meeting at the LACOE office, followed by a group lunch. This was the first opportunity to meet in person and engage in team bonding exercises, open discussion on the current state of the Foundation, and start forming plans for a strategic planning process. We also reviewed the strategic goals of GLA and LACOE, which will guide our planning for the future of GLA.

### **Next Steps**

GLA staff will engage in a strategic planning process from August to October 2022. We have been provided an opportunity to participate in LACOE's strategic planning process and will work to identify formative goals to support LACOE's SMARTIE goals. Through this process, we will develop short-term objectives to reflect our immediate needs and work to develop a longer 3-year plan for the foundation (2022-2025).

## **Program Alignment**

*What do we do?*

The primary focus and activity of GLA are the programs, initiatives, and networks. Staff is concentrated on the administration of currently funded projects, works with partners and funders to carry out activities, provides fiscal oversight of grants, and prepares progress reports on outcomes. The staff has also worked to identify and solicit new and renewal funding opportunities with established partner organizations.

Current programs, initiatives, and networks are:	Established partners:
<ul style="list-style-type: none"><li>• LACOE Community Schools</li><li>• LA Community Impact Hubs</li><li>• English Learner Workforce Investment Initiative (EL-WIN)</li><li>• LA College Accelerator Network</li><li>• Network for Advancing a Diverse and Culturally Responsive Workforce</li><li>• Summer Enrichment Learning Initiative</li><li>• TOY Equitable Innovation Grants</li><li>• LACOE Legacy Programs</li><li>• Research and Publications</li></ul>	<ul style="list-style-type: none"><li>• Foundations and corporate sponsors</li><li>• LACOE, school districts, colleges, and universities</li><li>• Nonprofit organizations and education consultants</li><li>• Community and business leaders</li></ul>

Opportunities include:

- Strong financial support from key philanthropic leaders at an early stage of formation supported credibility.
- Connection to LACOE provides access to top educational and community leaders
- A small team allows for flexibility, creativity, and increased collaboration.

Obstacles include:

- Struggle to set priorities among the program, initiatives, and networks
- Lack a cohesive strategy to align programs, initiatives, and networks to the mission of the organization
- Limited fundraising beyond current partners

Strategy:

- Conduct program assessments to evaluate current activities, funding sources, and timelines to determine mission alignment, effectiveness, and impact.
- Review GLA and LACOE partner organization (~590) to establish a baseline, assess relationships, and develop cultivation plans to engage partner in meaningful ways.
- Establish a strong working relationship with the new Grants Development Officer at LACOE

## **Financial Management & Planning**

### *How do we do it?*

The fiscal health of the foundation is essential for the long-term success and sustainability of GLA. Early financial support provided the capacity to build a programmatic portfolio. GLA staff has done a great job at cultivating relationships with these funders. They have secured project deliverables and maintained positive relationships which have helped efforts toward renewal and continued support. Given this success, GLA is well positioned to grow the foundation beyond its current donor base to ensure long-term sustainability. Leveraging existing support and demonstrated impact remains critical and a formalized fundraising strategy including but not limited to restoring an employee giving program at LACOE, cultivating major gifts, and developing deeper corporate giving opportunities will sustain GLA's work. Further, a well designed and fully executed fundraising plan can support future opportunities such as a campaign to establish a GLA endowment.

Current Business Operations:	Current Fundraising:	Sponsorship Event:
<ul style="list-style-type: none"> <li>• Operating grants management systems through best practices</li> <li>• Examining accounts and completing budget reconciliation.</li> <li>• Scheduling annual budget planning timeline to align with fiscal year</li> <li>• Developing basic operational staff policies</li> </ul>	<ul style="list-style-type: none"> <li>• Seeking grants for programs, initiatives, and networks</li> <li>• Active solicitations for event sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>• Seek sponsorships for signature LACOE events including:               <ul style="list-style-type: none"> <li>• Teacher of the Year</li> <li>• Superintendents Collaborative</li> <li>• LACOE Staff Events- Wellness Fest, teacher appreciation</li> </ul> </li> </ul>

### Opportunities include:

- Recently hired staff/new leadership with business, operations, and fundraising background
- Using best practices to build up the grants management operations
- Connected constituencies- prospects, current funders, community partners, LACOE partners, past donors, volunteers, LACOE staff
- Building an inventory of achievements and accomplishments that can now show impact/results
- LACOE events provide an opportunity for the foundation to support the work of LACOE while raising its visibility to the philanthropic community.

Obstacles include:

- Upfront costs for fundraising activities including a CRM platform, collateral and other marketing materials, travel and meeting incidentals, postage, and mailing
- Inconsistent indirect policy limits GLA’s ability to support overhead and true costs
- Operational and systems alignment between GLA and LACOE

Strategy:

- Delineate a financial strategy and ensure it is aligned with GLA’s priorities
- Construct a fundraising program which aims to support the general operating costs. Establish fundraising goals and set budget, develop donor cultivation and stewardship plans, identify new prospects, utilize CRM systems to build donor and grants management database.
- Revamp solicitation approach for sponsorships of LACOE events.

## **Organizational Development**

*Who are we?*

As the philanthropic partner of LACOE, the Greater Los Angeles Education Foundation has an incredible opportunity to extend its reach across the county and expand its impact by strengthening relations with LACOE, building deeper relationships with school districts and communities, and taking its place as a regional nonprofit leader. Long term success and sustainability will depend on how well GLA can tell its own story. GLA was a new organization launched at the start of a global pandemic. Staff did exactly as they should have; they focused on the work with children and educators at the center. They garnered support and administered programs to ensure progress was being made even in the face of adversity, and later its own leadership transition. Reinforcing the leadership and talents of GLA staff and the commitment and expertise of its board of directors will maximize output and is a critical step to further support the formation a robust marketing and communication plan and fundraising program.

Staffing and Professional Development	Increase Communications and Marketing	Leadership and Organizational Advancement
<ul style="list-style-type: none"> <li>• Update job descriptions for staff and review for optimal alignment</li> <li>• Implement performance evaluations- set performance goals and work plans</li> <li>• Handbook development- remote work MOU, establish policy and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Website/ social media</li> <li>• Foundation collateral- fact sheets, case statement, pledge cards, response envelopes</li> <li>• Newsletters</li> <li>• Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Director</li> <li>• Revisit by-laws</li> <li>• Confirm correct IRS designation</li> <li>• Plan leadership retreat</li> </ul>

<ul style="list-style-type: none"> <li>• Revisit employee benefits/retention strategies (i.e., the retirement vesting period (4 years to 1 year))</li> </ul>	<p>Multi-media- videos, PowerPoint slide deck</p>	
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Opportunities Include:

- Dedicated staff and board of directors of GLA who remain passionate, flexible, and eager to develop.
- Provide professional development and personal career growth for staff
- Possess a functional website, online/social media presence

Obstacles Include:

- Transformative changes including a staff realignment, implementation of new systems and metrics is a major cultural shift and can be stressful.
- Updated the operational management of GLA will be time-consuming and most likely require funding to engage outside consultants, as appropriate

Strategy:

- Conduct staffing assessment to determine mission alignment, effectiveness, and impact
- Develop Foundation policies
- Engage Board of Directors on mission alignment and strategic planning process



## **GREATER LA EDUCATION FOUNDATION**

### **RESOLUTION**

#### **AUTHORIZED SIGNERS for CHECKS AND AGREEMENTS**

The individuals holding the following positions at the Greater LA Education Foundation are the authorized signers (“the Authorized Signers”) for checks and other agreements including grant agreements, independent contract agreements, purchase agreements and consulting agreements, not otherwise the subject of a signing resolution of the Greater LA Education Foundation’s Board of Directors:

(a) For transactions of less than \$5,000, any one of the Authorized Signers:

President and Chief Deputy of Strategic Partnerships and Innovation  
Chief Financial Officer  
Chief Officer of Development and External Relations  
Board Chair  
Board Treasurer  
Board Secretary

(b) For transactions of \$5,000 or more, two of the Authorized Signers:

President and Chief Deputy of Strategic Partnerships and Innovation  
Board Chair  
Board Treasurer  
Board Secretary

I hereby certify that the above is a true copy of the resolution adopted by the Board of Directors of the Greater LA Education Foundation at the Board of Directors meeting held on August 17, 2022, and that said resolution amends the May 18, 2022 GREATER LA EDUCATION FOUNDATION RESOLUTION AUTHORIZED SIGNERS FOR CHECKS AND AGREEMENTS. Except as expressly amended hereby, the May 18, 2022 GREATER LA EDUCATION FOUNDATION RESOLUTION AUTHORIZED SIGNERS FOR CHECKS AND AGREEMENTS shall continue in full force and effect in accordance with the provisions thereof on the date hereof.

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Monte Perez, Ph.D.  
Board Chair

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Date



**GREATER LA EDUCATION FOUNDATION**  
**AUTHORIZED SIGNERS for CHECKS AND AGREEMENTS**

The following individuals are the authorized signers (“the Authorized Signers”) for the Greater LA Education Foundation checks and other agreements including grant agreements, independent contract agreements, purchase agreements and consulting agreements, not otherwise the subject of a signing resolution of the Greater LA Education Foundation’s Board of Directors:

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Monte Perez, Ph.D.  
Board Chair

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Gloria Rogers  
Board Treasurer

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Kerry Franco  
President and Chief Deputy of Strategic Partnerships and  
Innovation

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Alexandra Marmion Roosa  
Chief Financial Officer

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Sam Gelinias  
Chief Officer of Development and External Relations

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Monte Perez, Ph.D.  
Board Chair

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Date





MEETING OF THE BOARD OF DIRECTORS  
Greater LA Education Foundation  
Wednesday, August 17, 2022 at 2:00 PM – 4:00 PM  
Remote Participation – [Zoom Meeting](#)

AGENDA

1. Call to Order *Dr. Monte Perez*
2. Public Comments *Dr. Monte Perez*
3. Review and Approval of Minutes from 5/18/2022 Board of Directors Meeting (Attachment A) *Dr. Monte Perez*
4. Board Officer Nomination and Election *Dr. Monte Perez*
5. President's Report *Kerry Franco*  
*Sam Gelinis*
  - a. Reflection
  - b. Program Update (Attachment B)
    - i. Community Schools
    - ii. LA Community Impact Hub
    - iii. District Networks
    - iv. TOY Equitable Innovation Grants Impact
    - v. Research
    - vi. New partnerships capacity
    - vii. Fall Events and Sponsorship
6. Finance *Ms. Gloria Rogers*
  - a. Statement of Financial Position (Attachment C)
  - b. Budget vs. Actuals (Attachment D)
  - c. Projected Cash Flow (Attachment E)
  - d. Acceptance of Funds (Attachment F)
  - e. Authorized Signers for Checks and Agreements (Attachment G) *Dr. Monte Perez*
7. Other Business *Dr. Debra Duardo*  
*Dr. Monte Perez*
  - a. LACOE Update
  - b. Board Member Updates
8. Board Meeting Calendar (Attachment H) *Dr. Monte Perez*
9. Adjournment *Dr. Monte Perez*



The full agenda is accessible through the receptionist at the northeast entrance of the above address. Enclosures to the agenda are available for review in the Greater LA Education Foundation office during business hours 8:30 a.m. – 5:00 p.m. Any material related to an item on this Board Agenda distributed to the Greater LA Education Foundation Board of Directors is available for public inspection at Greater LA Education Foundation's office at 9300 Imperial Highway, Downey. Procedures for addressing the Board are available in the Board meeting room and posted on the Greater LA website. To request a disability-related accommodation under the ADA, please contact Kristina Romero at [kromero@greaterlaedfund.org](mailto:kromero@greaterlaedfund.org) least 24 hours in advance.

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