



MEETING OF THE BOARD OF DIRECTORS
Greater Los Angeles Education Foundation
Wednesday, December 20, 2023, at 1:30 PM – 3:30 PM
9300 Imperial Highway, EC 100, Downey, California 90242

AGENDA

- Dr. Monte Perez* 1. Call to Order
- Dr. Monte Perez* 2. Approval of the Agenda
- Dr. Monte Perez* 3. Public Comments
- Dr. Monte Perez* 4. Review and Approval of Minutes
- a. September 20, 2023 (Attachment A)
 - b. October 10, 2023 (Attachment B)
 - c. October 30, 2023 (Attachment C)
- Ms. Gloria Rogers* 5. Finance
- a. Statement of Financial Position (Attachment D)
 - b. Budget vs. Actuals (Attachment E)
 - c. Projected Cash Flow (Attachment F)
 - d. Acceptance of Funds (Attachment G)
- Ms. Alexandra Roosa* 6. Board Committee Report
- a. Finance Committee
 - i. eCIO Presentation by Phil Waara
 - ii. Greater Los Angeles Education Foundation Investment Policy (Attachment H)
 - iii. Endowment Spending Policy (Attachment I)
 - b. Governance Committee
- Ms. Kerry Franco* 7. President's Report
- a. Fundraising Report (Attachment J)
 - b. Consultant Update (Attachment K)
 - i. Fiscal Sponsorship
 - ii. Board and Leadership Development
 - iii. Compensation Study
 - iv. Marketing and Communications
- Dr. Monte Perez* 8. Board Member Nominations & Elections
- a. Nominee Ms. Andrea Foggy-Paxton (Attachment L)
9. Other Business



Mr. Sam Gelinas
Dr. Debra Duardo

- a. GLA Program Updates (Attachment M)
- b. LACOE Updates
- c. Board Member Updates

Dr. Monte Perez

10. Board Meeting Calendar (Attachment N)
 - a. Annual Meeting – Thursday, February 29, 2024, 9:30 am – 2 pm

Dr. Monte Perez

11. Adjournment

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 least 24 hours in advance.



UNAPPROVED MINUTES
MEETING OF THE BOARD OF DIRECTORS
Greater Los Angeles Education Foundation

Wednesday, September 20, 2023

A meeting of the Board of Directors of the Greater Los Angeles Education Foundation (GLA) was held on Wednesday, September 20, 2023, at the Los Angeles County Office of Education Board Room.

Present: Dr. Monte Perez, Dr. Debra Duardo, Ms. Gloria Rogers, Mr. David Sanford, Ms. Elizabeth Graswich, Mr. Chris Steinhauser

Others Present: Ms. Kerry Franco, Ms. Kristina Romero, Ms. Alexandra Roosa

CALL TO ORDER

Dr. Monte Perez called the meeting to order at 2:34 p.m.

COMMUNICATIONS (PUBLIC COMMENTS)

NONE

APPROVAL OF THE AGENDA

Dr. Perez reported that there were no changes to the Board agenda.

It was MOVED by Dr. Duardo, SECONDED by Ms. Rogers. All approved; none opposed.

APPROVAL OF MINUTES

June 14, 2023 – The minutes were approved as presented.

It was MOVED to approve the June 14, 2023 minutes as presented by Ms. Rogers, SECONDED by Mr. Steinhauser. All in favor; none opposed.

FINANCE

Ms. Rogers provided a finance update.

ACCEPTANCE OF FUNDS

Dr. Perez requested a motion to approve the Acceptance of Funds for the period of July 1, 2022 through June 30, 2023. It was MOVED to approve the Acceptance of Funds by Mr. Steinhauser; SECONDED by Ms. Graswich. All in favor; none opposed.

BOARD COMMITTEE REPORT

Ms. Franco provided a report on the GLA Board Committees. Ms. Franco shared that two of the three committees have successfully convened, and the third committee will have a meeting



soon. The Finance Committee meet on August 31st with the Traynor Group to discuss the financial report that Ms. Rogers presented to the Board. The Finance Committee also discussed the goals of the committee for the upcoming year, as well as two primary projects – staff compensation scan and investment policy recommendation. On September 8th the Audit Committee met with auditor Armen Gregorian of Quigley & Miron. The meeting was an introduction of the auditor and a discussion of GLA’s audit process.

PRESIDENT’S REPORT

Ms. Franco provided the following updates to the board:

- Board of Directors Chair Approval
 - Dr. Perez’s term as chairperson is coming to an end, and with the resignation of Candace Bond-McKeever there is currently no chair-elect. Ms. Franco recommended to the board that Dr. Perez be re-elected as Board Chair.
 - Dr. Perez opened the floor for nominations for Board Chair. Dr. Duardo MOVED to nominate Dr. Perez. Mr. Steinhauser SECONDED. All in favor; none opposed.
- Fundraising Plan
 - GLA’S fundraising plan was a blueprint for how the foundation is going to work toward sustainability. This year, GLA is going to focus on four specific areas of fundraising – programs and initiatives, annual fund, LACOE Signature Fund, and the LACOE Scholarship Legacy Fund.
 - Ms. Franco stressed the importance of embracing a fee structure to sustain the growing organization that now has very different needs. GLA is committed to keeping the fees low to continue supporting LACOE.
 - The GLA team is implementing a new CRM, Raiser’s Edge NXT, to support fundraising efforts.
- GLA Office and Workplace Policy Approval
 - As part of the foundation’s goal to increase visibility at LACOE and let LACOE staff know who GLA is, what GLA stands for, and how GLA can support them, it is important to set GLA’s roots down at the LACOE campus.
 - Ms. Franco referred to the attached memo to highlight the process GLA has been engaged in to identify its new physical location. The memo includes some recommendations for the Board to consider and endorse which would secure office space at LACOE. Upon approval of the board, next steps would be to institute a workplace policy. Ms. Franco shared that it is a major investment, so there's no doubt that it is more cost effective to stay remote and not have the cost associated with rent, office equipment, etc.

Dr. Perez requested a motion to approve GLA’s proposal to secure office space at LACOE and support the foundation’s new hybrid workplace policy. It was MOVED to approve by Dr. Duardo; SECONDED by Mr. Sanford. All in favor; none opposed.

Ms. Franco continued to provide the following updates:



- Marketing and Communications Approval
 - GLA is considering a refresh of the website and collateral. Ms. Franco referred to attachment H, proposals from three organizations that responded to GLA's RFP for marketing and communications support.
 - Ms. Franco shared that GLA will braid unrestricted funding with restricted communications funding to cover the cost of the marketing and communications consultant and website redesign.

Dr. Perez asked for a motion to approve the hiring of a marketing and communications consultant. It was **MOVED** to approve by Ms. Graswich; **SECONDED** by Ms. Rogers. All in favor; none opposed.

OTHER BUSINESS

GLA PROGRAM UPDATE

Ms. Franco directed the Board to review attachment I, GLA Program Updates.

Dr. Perez noted that he will work alongside Ms. Franco to explore ways the Board can stay informed and feel connected to the Foundation.

LACOE UPDATE

Dr. Duardo provided an update on LACOE initiatives and shared the following:

- Schools are back in session.
- LACOE has been successful in expanding the Community Schools Initiative. Initially, LACOE received about \$16 million that the LA County Board of Supervisors invested with Department of Mental Health for the pilot. With new funding from the state, LACOE is now the technical assistance lead for the area and has been supporting districts and schools across the county. LACOE's goal is to keep promoting the CSI model and getting as many schools as possible on board with adopting it.
- LACOE is continuing to be intentional about supporting the wellbeing of educators and offering free mental health services to anyone working in education in LA County. LACOE has behavioral health incentive program funding and has been working with the department of mental health and the managed care providers to provide services to students and educators. Through this partnership LACOE has been able to provide telehealth health services to all kids in LA county.
- October 4th is Tech Empowerment Day at the LA Coliseum. The event is in partnership with the LA County Board of Supervisors for students as part of the County's delete the digital divide efforts.

BOARD MEMBER UPDATES

Mr. Steinhauser shared that the CSU adopted a black student success initiative because black students are not doing as well as they should. He is encouraging all the CSU presidents to work



closely with K12 to close that gap – it's going to take the TK-16 group and with the new equity index that is part of the LCAP.

BOARD MEETING CALENDAR

Dr. Perez directed the Board to attachment J, the Meeting and Topic Calendar. The new version of the calendar includes committee and Board of Directors meetings through June 2024.

Dr. Perez asked for a motion to approve the FY24 Board of Directors Meeting and Topic Calendar.

It was MOVED to approve the FY24 Board of Directors Meeting and Topic Calendar by Mr. Sanford; SECONDED by Dr. Duardo. All in favor; none opposed.

ADJOURNMENT

It was MOVED to adjourn at 4:30 PM by Ms. Graswich; SECONDED by Mr. Sanford. All in favor; none opposed.



UNAPPROVED MINUTES
SPECIAL MEETING OF THE BOARD OF DIRECTORS
Greater Los Angeles Education Foundation

Tuesday, October 10, 2023

A special meeting of the Board of Directors of the Greater Los Angeles Education Foundation (GLA) was held on Tuesday, October 10, 2023, via Zoom.

Present: Dr. Monte Perez, Dr. Debra Duardo, Ms. Gloria Rogers, Mr. David Sanford, Ms. Elizabeth Graswich
Others Present: Ms. Kerry Franco, Ms. Kristina Romero, Ms. Alexandra Roosa, Mr. Sam Gelinias
Mr. Phil Waara, Ms. Courtney Dean, Mr. Koko Archibong, Mr. Joe Lumarda, Mr. Brian Venn

CALL TO ORDER

Dr. Monte Perez called the meeting to order at 8:07 a.m.

COMMUNICATIONS (PUBLIC COMMENTS)

NONE

PRESENTATIONS

Ms. Franco provided context for the special meeting. She explained that a board resolution is required to determine the appropriate course of action for GLA's existing funds and their potential investment avenues. She mentioned that the Board will be presented with insights from three distinct companies to offer diverse perspectives.

Phil Waara and Courtney Dean of eCIO provided a presentation on their services and fees and shared a sample investment policy statement.

Joe Lumarda and Koko Archibong of Capital Group provided a presentation on their services and fees.

Brian Venn of California Credit Union provided a presentation on their services and fees and provided a sample investment policy.

ADJOURNMENT

The meeting was adjourned at 9:00 a.m.



UNAPPROVED MINUTES
SPECIAL MEETING OF THE BOARD OF DIRECTORS
Greater Los Angeles Education Foundation

Monday, October 30, 2023

A special meeting of the Board of Directors of the Greater Los Angeles Education Foundation (GLA) was held on Monday, October 30, 2023, via Zoom

Present: Dr. Monte Perez, Dr. Debra Duardo, Mr. David Sanford, Ms. Elizabeth Graswich, Mr. Chris Steinhauser
Others Present: Ms. Kerry Franco, Ms. Kristina Romero, Ms. Alexandra Roosa, Mr. Sam Gelinas

CALL TO ORDER

Dr. Monte Perez called the meeting to order at 3:22 p.m.

COMMUNICATIONS (PUBLIC COMMENTS)

NONE

RECOMMENDATIONS

APPROVAL OF A FUND INVESTMENT MANAGER

Ms. Franco mentioned that Ms. Rogers was granted an excuse from the meeting due to a conflict of interest.

Dr. Perez opened the floor for discussion and a motion to approve a fund investment manager and to grant decision-making authority to Ms. Franco on the GLA investment policy.

Ms. Franco shared the following recap:

- eCIO focuses exclusively on non-profit organizations. For their services, GLA will be looking at approximately \$56K.
- Capital Group, their pitch was most different and most expensive, \$105K a year to manage our investment.
- CCU comes in at the middle at \$95K.

Dr. Duardo asked why the cost of eCIO was much less than the rest of the companies. In response, it was shared that it may be due to the fact that eCIO works exclusively with nonprofit organizations. Their perspective is to use mutual funds to keep fees down. They are user friendly with platform for board members.

Mr. Steinhauser asked, of the three presentations, which group would be most responsive to the needs of the foundation. In response, Ms. Franco shared that all three companies have



been responsive and professional, and the team felt that some had less experience with an NPO of our size and scope; eCIO doesn't have a lot of business in southern California; Capital Group is very professional and has a bigger footprint in LA. Joe Lamarda's background and personal experience does lend itself to our organization.

Dr. Duardo asked if it matters that eCIO doesn't have any footprint in SoCal if they are doing good work. In response, Ms. Franco shared that the organizations eCIO does work with are reputable, successful national organizations.

Dr. Duardo MOVED to approve eCIO as GLA's investment fund manager pending reference checks; SECONDED by Mr. Sanford. All in favor; none opposed.

APPROVAL TO GRANT DECISION MAKING-MAKING AUTHORITY TO KERRY FRANCO, PRESIDENT, AND THE EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS, ON THE GLA INVESTMENT POLICY

Dr. Perez MOVED to grant decision making-making authority to Kerry Franco, president, and the Executive Committee of the Board of Directors, on the GLA Investment Policy; SECONDED by Mr. Steinhauser. All in favor; none opposed.

ADJOURNMENT

The meeting was adjourned at 4:15 p.m.

The Greater LA Education Foundation
Statement of Financial Position
As of September 30, 2023

	Sep 30, 2023	Jun 30, 2023	Change
ASSETS			
Current Assets			
Bank Accounts	4,863,654	4,921,202	(57,548)
Accounts Receivable	123,448	53,824	69,624
Total Current Assets	4,987,102	4,975,026	12,076
Fixed Assets			
Prepaid Expense	81	5,451	(5,370)
Total Other Assets	81	5,451	(5,370)
TOTAL ASSETS	4,987,183	4,980,477	6,706
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable	12,049	9,193	2,856
Other Current Liabilities			
2110 Accrued Expenses	107,384	43,848	63,536
2120 Accrued Vacation	30,856	30,856	-
Total Other Current Liabilities	138,241	74,705	63,536
Total Current Liabilities	150,289	83,897	66,392
Total Liabilities	150,289	83,897	66,392
Equity			
3120 Temporarily Restricted	3,851,318	3,947,186	(95,868)
3200 Unrestricted Net Assets	1,045,262	477,196	568,066
3900 Retained Earnings	-	-	-
Net Revenue	(59,686)	472,197	(531,884)
Total Equity	4,836,894	4,896,580	(59,686)
TOTAL LIABILITIES AND EQUITY	4,987,183	4,980,477	6,706

The Greater LA Education Foundation

Budget vs. Actuals

July - September, 2023

	Actual	Budget	Variance	% of Budget
Revenue				
4100 Restricted Contributions	257,873	234,013	23,860	110%
4200 Unrestricted Contributions	150,010	187,500	(37,490)	80%
4300 Admin Fees (Unrestricted)	16,973	42,113	(25,140)	40%
4700 Event Revenue	14,000	6,250	7,750	224%
Total Revenue	438,855	469,875	(31,020)	93%
Gross Profit	438,855	469,875	(31,020)	93%
Expenditures				
5000 Salaries and Related Expenses	223,027	222,407	620	100%
5200 Inkind Expenses		-	-	
6010 Books & Publications		75	(75)	0%
6100 Grant Disbursements	4,507	5,000	(493)	90%
6280 Foundation Events	7,321	7,500	(179)	98%
6290 Event Sponsorship	25,859	26,000	(141)	99%
6300 Participant Incentives & Goodwill	18,975	21,750	(2,775)	87%
6410 Office Space		-	-	
6430 Office Supplies	28	150	(122)	19%
6550 Computers/Software	5,414	7,000	(1,586)	77%
7000 Contracted Services	74,000	85,375	(11,375)	87%
7110 Printing and Copying	747	1,000	(253)	75%
7120 Dues/Memberships/Subscriptions	400	2,500	(2,100)	16%
7130 Postage/Delivery	-	250	(250)	0%
7140 Telephone	1,350	1,875	(525)	72%
7150 Website		500	(500)	0%
7200 Professional Services	120,930	168,318	(47,388)	72%
7250 Marketing & Communication	242	750	(508)	32%
7275 Promotional Supplies	295		295	
7300 Conference/ Meetings	10,778	12,500	(1,722)	86%
7400 Travel	1,903	3,750	(1,847)	51%
7600 Insurance	2,700	2,750	(50)	98%
7710 Registration, License & Permits		250	(250)	0%
7760 Bank Fees	65	375	(310)	17%
Total Expenditures	498,541	570,075	(71,534)	87%
Net Operating Revenue	(59,686)	(100,200)	40,514	60%
Net Revenue	(59,686)	(100,200)	40,514	60%

The Greater LA Education Foundation
Projected Cash Flow
FY24

Beginning Cash Balance 10/01/2023	4,863,604
Revenue	
4100 Restricted Contributions	2,268,138
4200 Unrestricted Contributions	212,520
4300 Admin Fees (Unrestricted)	224,905
4700 Event Revenue	418,750
4900 Inkind Contributions	20,000
Total Revenue	3,144,312
Gross Profit	3,144,312
Expenditures	
5000 Salaries and Related Expenses	667,221
5200 Inkind Expenses	20,000
6010 Books & Publications	225
6100 Grant Disbursements	935,000
6280 Foundation Events	60,000
6290 Event Sponsorship	349,000
6300 Participant Incentives	73,850
6410 Office Space	25,000
6430 Office Supplies	7,850
6550 Computers/Software	21,000
7000 Contracted Services	486,125
7110 Printing and Copying	21,500
7120 Dues/Memberships/Subscriptions	7,500
7130 Postage/Delivery	750
7140 Telephone	5,625
7150 Website	1,500
7200 Professional Services	490,954
7250 Marketing & Communication	2,250
7300 Conference/ Meetings	391,750
7400 Travel	11,250
7600 Insurance	8,250
7710 Registration, License & Permits	750
7760 Bank Fees	1,125
Total Expenditures	3,588,475
Net Use of Cash	(444,163)
 Projected Ending Cash Balance 6/30/2024	 4,419,441

**Greater LA Education Foundation
Acceptance of Funds**

[Back to Agenda](#)

Acceptance of Funds: July 1, 2023 through September 30, 2023		
Project	Funder	Amount
General GLA Support	Joseph Drown Foundation	\$ 150,000.00
LASIF Antelope Valley Dual Enrollment	California Community Foundation	\$ 107,500.00
John Calley Foundation	California Community Foundation	\$ 37,500.00
Event Sponsorship	California Credit Union	\$ 14,000.00
Grant Fund return	The Regents of the University of California	\$ 493.34
Various Projects	Various Donors	\$ 6,440.60
	Total	\$ 315,933.94



THE GREATER LA
EDUCATION FOUNDATION

Greater Los Angeles Education Foundation

Investment Policy Statement

I. Statement of Purpose

The Greater Los Angeles Education Foundation is the premier philanthropic partner of the Los Angeles County Office of Education and the school districts served throughout the county. The mission of the Greater Los Angeles Education Foundation is to advance deeper collaboration between schools and communities to disrupt inequity and meet the needs of today's diverse learners across Los Angeles County.

The portfolios listed in section three were created to provide financial support to the Greater Los Angeles Education Foundation (the "Institution"). The purpose of this Investment Policy Statement (the "Policy") is to establish guidelines for the Fund's investment portfolio (the "Portfolio"). The Policy also incorporates accountability standards that will be used for monitoring the progress of the Portfolio's investment program and for evaluating the contributions of any Investment Advisor(s) hired on behalf of the Fund and its beneficiaries.

II. Roles and Responsibilities

Role of the Finance Committee (the "Committee"): The Committee is acting in a fiduciary capacity with respect to the Portfolio and is accountable to the Board of the Institution for overseeing the investment of all assets owned by, or held in trust for, the Portfolio.

The Committee's primary responsibilities are as follows:

- Ensure the management and disbursement of the Fund's assets are consistent with the mission of the Institution.
- Formulate investment policies for the Portfolio that are consistent with the Institution's anticipated financial needs and in consideration of the Institution's tolerance for assuming investment and financial risk, as reflected in the majority opinion of the Committee.
- Retain, evaluate, and replace, if necessary, the Investment Advisor and/or Investment Manager(s).
- Review performance and fees, at least annually.
- Review this Investment Policy Statement at least once per year.

Role of the Investment Advisor: The Investment Advisor exercises investment discretion over the Portfolio within the guidelines established by this Investment Policy Statement, including the selection of holdings and the implementation of the purchase and sale of those holdings. The Investment Advisor's primary responsibilities are as follows:

- Act in a co-fiduciary capacity in managing the assets.
- Adhere to the Investment Policy Statement.

- Present quarterly reports including portfolio activity, valuations at market, strategy updates and investment performance versus appropriate benchmarks.

III. Investment Objective and Spending Policy

Endowment Fund:

Endowment Funds are to be invested with the objective maintaining purchasing power in perpetuity by emphasizing total return, that is, the aggregate return from capital appreciation, dividends, and interest income. Please see each respective endowment's spending policy addendum for complete information on how the funds are to be utilized and spent. If a donor makes an endowed gift without a specific spending policy, please see the general endowment spending policy below.

The Finance Committee is authorized to spend up to 5% per year to support the Greater Los Angeles Education Foundation's mission. Spending above 5% per year can be supported with the approval of the board. To determine the annual distribution amount, the spend rate (5%) will be multiplied by the average market value for each of the past 12 quarters. The Finance Committee will review its spending needs annually for the purpose of determining whether any changes to the investment objective or asset allocation are needed.

Cash Management Fund:

The primary objectives of the Cash Management Fund are preservation and protection of capital while generating interest income for the organization. This account will be used to manage excess cash for operations from the checking account and will experience inflows and outflows as determined appropriate by the Greater Los Angeles Education Foundation's executive staff.

IV. Portfolio Asset Allocation Policy and Guidelines

The Committee recognizes that the strategic allocation of the Funds assets across broadly defined financial asset and sub-asset categories with varying degrees of risk, return, and return correlation will be the most significant determinant of long-term investment returns and portfolio asset value stability.

The Committee expects that actual returns and return volatility may vary from expectations and return objectives across short periods of time. While the Committee wishes to retain flexibility with respect to making periodic changes to the Portfolio's asset

allocation, it expects to do so only in the event of material changes to the Institution's needs and objectives, to the assumptions underlying the Portfolio's spending policies, and/or to the capital markets and asset classes in which the Portfolio invests. Outlined below are the long-term strategic asset allocation guidelines, determined by the Committee to be the most appropriate, given the Funds objectives.

Endowment Fund:

Asset Classes	Lower Limit	Strategic Allocation Target	Upper Limit	Benchmark
Cash and Equivalents	0	0	10	90 Day T-Bill Index
Fixed Income	30	40	50	Bloomberg Aggregate Index
Equities	50	60	70	MSCI All Country World Index

Cash Management Fund:

Permissible Investments (Cash Management Fund Only)

- U.S. Treasury securities with maturities of 0 to 5 years
- Certificates of deposit with maturities of 0 to 5 years
- Money market funds
- Bank deposits

V. Diversification Policy (Endowment Fund):

Diversification across and within asset classes is the primary means by which the Committee expects the Portfolio to avoid undue risk of large losses over long time periods. To protect the Portfolio against unfavorable outcomes within an asset class due to the assumption of large risks, the Committee will take reasonable precautions to avoid excessive investment concentrations.

With the exception of fixed income investments explicitly guaranteed by the U.S. government, ETFs and mutual funds, no single investment security shall represent more than 5% of the Portfolio's total assets (at time of purchase).

VI. Rebalancing Policy (Endowment Fund):

It is expected that the Portfolio's actual asset allocation will vary from its strategic allocation target as a result of the varying periodic returns earned on its investments in

different asset and sub-asset classes. The Portfolio will be rebalanced to its strategic allocation targets using the following procedures:

- The Investment Advisor will rebalance using incoming cash flows (contributions) or outgoing money movements (disbursements) of the Portfolio to realign the current weightings closer to the target weightings for the Portfolio.
- The Investment Advisor may rebalance when asset allocations deviate from target allocations, including following large shifts in market performance that cause the allocations to shift from target.

VII. Prohibited Security Policy (Endowment Fund):

The selection of specific investment vehicles (stocks, bonds, other marketable securities) should be made with consideration of the objectives of the Fund.

Prohibited Assets:

- Closely held business interests
- Real or personal property
- Unlisted stock or other securities
- Options

Prohibited Transactions:

- Short selling
- Margin transactions
- Private loans

VIII. Performance Measurement and Review (Endowment Fund):

The Portfolio's total investment performance will be measured against investment return goals over a full market cycle. Individual strategies within the Portfolio will be measured against the benchmarks listed in the Asset Allocation Guidelines. Performance shall be monitored and reported by the Investment Advisor quarterly. The Committee shall evaluate the Portfolio and comparative benchmarks over a full market cycle to see if a change in the asset allocation is warranted to meet the investment goals.

IX. Socially Responsible Investing

Our policy is to invest in opportunities that are consistent with the mission of the Greater Los Angeles Education Foundation and the individuals we serve. When there are appropriate options,

we will look to invest in companies and investment vehicles that follow socially responsible investment principles.

X. Investment Policy Statement Review

To assure continued relevance of the purpose and guidelines of the Fund and of capital market expectations as established in this Investment Policy Statement, the Committee should review this Policy annually. If any material changes occur that impact the Institution or its Fund, a review of the Policy should be conducted promptly.

This Investment Policy Statement was adopted on _____, by the Greater Los Angeles Education Foundation.



Donor X Endowment - Spending Policy

The Greater Los Angeles Education Foundation seeks to ensure that the X Endowment over which it is an entrusted steward is keeping pace with inflation so that it can be maintained in perpetuity. To accomplish this goal, the Greater Los Angeles Education Foundation has adopted the following spending policy for the X Endowment.

The Greater Los Angeles Education Foundation has three primary goals in adopting this investment spending policy:

- Create a stable stream of revenue to support the mission in perpetuity.
- Be a good steward of the money spent out of the investment account.
- Ensure that the investment return and asset allocation can support our target spending rate.

The specific mission of the X Endowment is to support...

The Finance Committee has discretion over the distributions that are made with an authorized annual spending rate of up to 5.0% for qualified expenditures. The Greater Los Angeles Education Foundation is authorized to use both the investment gains and the fund's corpus (if needed) to support the mission.

The calculation of the amount will be done by taking the average fund balance of the past 12 quarters multiplied by the spending rate. This will provide a smoothing effect for our spending amount to better assist our programs during periods of market volatility.

Qualified expenditures include/exclude. If a proposed expenditure falls outside of this definition, the Finance Committee may vote for approval. Any exceptions or changes to this spending policy shall be made only upon the approval of the Finance Committee.

This statement of spending policy is adopted on: _____

Fundraising Report FY24

Donor	Purpose	GLA Focus Area	Status	Amount asked	Amount funded
Joseph Drown Foundation	General Support	General Support (Unrestricted)	Funded	\$ 100,000.00	\$ 150,000.00
ARPA/LACOE	ARPA Reimbursement - LA Community Impact Hub	Advancing Digital Equity	Funded	\$ 1,998,998.75	\$ 1,998,998.75
College Futures Foundation	Dual Enrollment Toolkit	Pathways	Funded	\$ 200,000.00	\$ 200,000.00
California Community Foundation	Arts Education/TA	Student Centered Teaching and Learning	Funded	\$ 125,000.00	\$ 125,000.00
California Community Foundation	LASIF	College Access and Career Pathways	Funded	\$ 107,500.00	\$ 107,500.00
California Community Foundation	EL-WIN/MLL Support	Student Centered Teaching and Learning	Funded	\$ 30,000.00	\$ 30,000.00
Best Buy Foundation	General Support	Advancing Digital Equity	Funded	\$ 200,000.00	\$ 200,000.00
Best Buy Foundation	Teen Tech Center	Advancing Digital Equity	Funded	\$ 325,000.00	\$ 325,000.00
Goldman Sachs Philanthropy Fund	Community Schools	LACOE Community Schools Initiative	Funded	\$ 3,000,000.00	\$ 2,500,000.00
Annenberg Foundation	Young Innovators Accelerator Program	Advancing Digital Equity	Funded	\$ 30,000.00	\$ 30,000.00
The Eli and Edythe Broad Foundation	Pilot Expansion	Expanded Learning, Enrichment, and District Partnerships	Funded	\$ 640,000.00	\$ 640,000.00
The Eli and Edythe Broad Foundation	Dual Enrollment	College Access and Career Pathways	Funded	\$ 3,000,000.00	\$ 3,000,000.00
W.M. Keck Foundation	Initiative	Program	Funded	\$ 300,000.00	\$ 475,000.00
Anonymous	Inglewood Community Benefit Fund	Inglewood Community Benefit Fund	Funded	\$ 12,750,000.00	\$12,750,000.00
Getty	Enrichment Portal	Expanded Learning, Enrichment, and District Partnerships	Funded	\$ 100,000.00	\$ 100,000.00
Various	LACOE Signature Fund@GLA	General Support	Funded	\$ 67,500.00	\$ 67,500.00
California Credit Union	LACOE Signature Fund@GLA	General Support	Funded	\$ 82,500.00	\$ 82,500.00
Eric Alegria	Scholarship	LACOE Legacy Fund	Funded	\$ 25,000.00	\$ 25,000.00

Fundraising Report FY24

Donor	Purpose	GLA Focus Area	Status	Amount asked	Amount funded
Calley Foundation	Young Innovators Accelerator Program	Advancing Digital Equity	Funded	\$ 75,000.00	\$ 75,000.00
Anthony & Jeanne Pritzker Family Foundation	Mandated Reporter Pilot Implementation	LA County Mandated Supporter Program	Funded	\$ 150,000.00	\$ 150,000.00
Pritzker Foster Care Initiative	Pritzker Neuro Feedback Project	LA County Mandated Supporter Program	Funded	\$ 8,520.00	\$ 8,520.00
Anthony & Jeanne Pritzker Family Foundation	Mandated Reporter Pilot Implementation Pt. 2	LA County Mandated Supporter Program Pt. 2	Funded	\$ 150,000.00	\$ 150,000.00
				\$ 23,465,018.75	\$ 23,190,018.75
Annenberg Foundation	Enrichment Portal	Expanded Learning, Enrichment, and District Partnerships	Submitted	\$ 50,000.00	\$ -
				\$ 50,000.00	
Ahmanson Foundation	Captial Grant- GLA Office Space	General Support	Planned	\$ 2,000,000.00	\$ -
Southern California Edison	LACOE Signature Fund@GLA	General Support	Planned	\$ 25,000.00	\$ -
Annenberg Foundation	TOY Grants	Grant Program	Planned	\$ 25,000.00	\$ -
Chuck Lorre Foundation	TOY Grants	Grant Program	Planned	\$ 25,000.00	\$ -
The Ralph M. Parsons Foundation	General Support	General Support (Unrestricted)	Planned	\$ 75,000.00	\$ -
				\$ 2,150,000.00	
The Eli and Edythe Broad Foundation	Enrichment Portal	Expanded Learning, Enrichment, and District Partnerships	Declined	\$ 250,000.00	\$ -
Bellwether	Enrichment Portal	Expanded Learning, Enrichment, and District Partnerships	Declined	\$ 100,000.00	\$ -
				\$ 350,000.00	



TO: Board of Directors, Greater Los Angeles Education Foundation

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

DATE: December 15, 2023

RE: GLA External Consultants and Activities for FY24

The purpose of this memorandum is to provide a comprehensive outline of the plan to enlist external consultants to bolster program goals and activities for the Greater Los Angeles Education Foundation (GLA) throughout the remainder of FY24.

BACKGROUND

Over the past year, GLA has made commendable strides in strengthening its **program alignment, financial management and planning, and organizational development**. On June 14, 2023, a business plan outline, including a roadmap timeline, was presented to the Board of Directors. GLA is currently in Phase II of the timeline, which focuses on the implementation and execution of the programs and systems that have been developed and planned. As we look ahead, we recognize the need for targeted support to further enhance our programs, address emerging challenges, and ensure the continued success of our initiatives.

PLANNED ACTIVITY

GLA intends to hire external consultants who will work closely with staff and key partners to advance the goals of operational endeavors. The assigned consultants will support the ongoing capacity building, coordination, and implementation of various projects.

The rationale for engaging external consultants includes:

Specialized Knowledge: External consultants bring a wealth of specialized knowledge and experience in their field. Their expertise will complement our in-house capabilities and provide insights critical to achieving our programmatic and strategic goals.

Efficiency and Timeliness: Engaging external consultants allows us to expedite the implementation of new strategies and initiatives. Their focused attention can lead to quicker and more efficient processes, ensuring that we stay ahead of emerging needs.

Objective Assessment: Consultants provide an objective perspective, conducting thorough assessments of our current programs and strategies. This impartial evaluation will uncover areas for improvement and guide the development of effective solutions.

Capacity Building: Working closely with consultants is an opportunity for our internal team to acquire new skills and knowledge. This knowledge transfer ensures that our team is better equipped to sustain and evolve the programs independently in the long run.

SCOPE OF WORK AND KEY AREAS

We recommend engaging external consultants to work on the following key areas:

1. Fiscal Sponsorship Program Development	
Agency:	Schulman Consulting
Rationale:	The creation of a formal fiscal sponsorship program at GLA is a strategic objective for FY24. Emanating from a series of discussions with funders such as the California Community Foundation and other stakeholders, GLA became aware of a critical need for fiscal sponsors to amplify the disruption of educational inequity. This awareness coincided with the Board's and Executive Leadership's desire to identify and secure unrestricted funding streams for GLA. Specifically, Fiscal sponsor administrative fees that the foundation would earn by providing this important service could contribute to a more financially stable GLA.
About:	As one of America’s leading consultancies exclusively focused on the fiscal sponsorship sector, Andrew Schulman specializes in assessing existing fiscal sponsorship activities and providing recommendations to align operations with industry best practices, assisting organizations in adding, removing, or substantially changing service offerings, and supporting organizations that wish to launch -- or sunset -- fiscal sponsorship programs.
Proposed outcomes/ deliverables:	Schulman Consulting will secure the expertise GLA needs to navigate the evolving fiscal landscape successfully. Proposed deliverables include: <ul style="list-style-type: none"> • Refining GLA’s Model C Agreement Template • Create an online GLA fiscal sponsorship application • Develop a streamlined process and governance structure to review and approve new fiscal sponsorship.
Budget:	\$3,500
Timeline:	January 1 - 31, 2024

2. Board and Leadership Development and Outreach	
Agency:	CORA Consulting, LLC
Rationale:	Reinforcing the leadership and talents of GLA leadership staff and the commitment and expertise of its board of directors will maximize output and is a critical step to further supporting the organization's strategic goals. Nadia Funn was the previous portfolio manager at Ballmer Group and a strong supporter of GLA. Ballmer Group was one of the first major funders of GLA in early 2020, giving Nadia a unique perspective of our history, mission, and upward trajectory. Nadia’s in-depth knowledge of GLA, her background and expertise in philanthropy, and her

	networks make her an ideal consultant to raise the visibility and make meaningful connections for staff leadership.
About:	Nadia Funn is a Philanthropic and nonprofit strategist and capacity builder at Cora Consulting. She is an equity-driven and highly experienced philanthropic manager and nonprofit executive with a demonstrated history in leading successful public policy campaigns, systemic transformation, and program development. Skilled in Nonprofit Organizations, Program Evaluation, Fundraising, Program Development, and Grant Management and Writing, Nadia is a strong business development professional with expertise in education and economic development. She received her Master's Degree in Public Policy and Administration from the University of Maryland and a Bachelor's Degree from Yale University.
Proposed outcomes/deliverables:	CORA Consulting will strengthen GLA's Board of Directors infrastructure and recruitment process and elevate GLA leadership's visibility and development within the regional philanthropic space. Proposed deliverables may include, but are not limited to: <ul style="list-style-type: none"> • Design, conduct and analyze results of a Board of Directors survey • Plan and facilitate annual board meeting (February 2024) to present findings of survey and engage board members at the annual meeting • Develop and recommend best practices of board leadership to the Governance Committee to assist the review process of the foundations by-laws. • Draft a Board of Directors policy handbook • Design a recruitment process and develop outreach materials. • Elevate the GLA President at key networking events and facilitate meaningful introductions to support the mission and work of the foundation.
Budget:	\$30,000
Timeline:	January- July, 2024

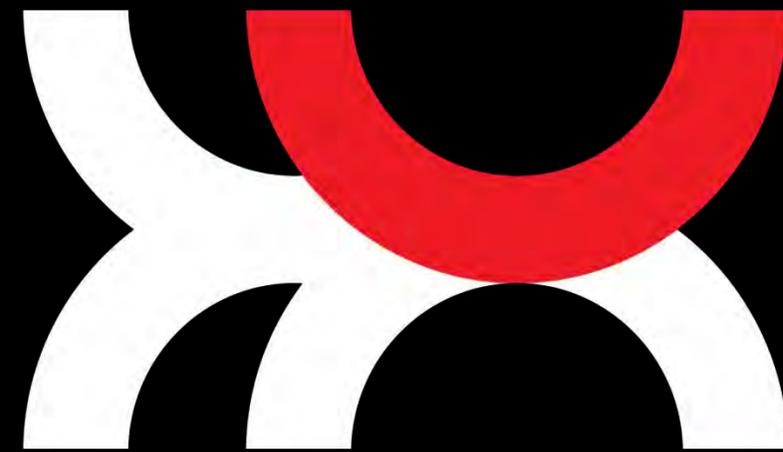
3. Compensation Study	
Agency:	TBD
Rationale:	On June 14, 2023, a market review of staff compensation was requested at a regular meeting of the Board of Directors. The Finance Committee, assisted by staff, has researched the foundation's options for engaging in this work and recommends hiring external support to conduct a compensation study. The staff has contacted several organizations to inquire about possible services and will decide in early 2024 which to pursue.
About:	TBD
Proposed outcomes/deliverables:	A consultant will conduct a compensation study to identify nonprofit compensation and benefits practices within the local region aimed at supporting GLA's attempt to attract, recruit, and retain qualified staff. Proposed deliverables may include, but are not limited to:

	<ul style="list-style-type: none"> • Identify other regionally based nonprofit foundations that share similar missions, size, and scope as GLA. • Find accurate and comprehensive data on salaries and benefits and job descriptions in the nonprofit field and organizations like GLA. • Provide recommendations to GLA.
Budget:	TBD
Timeline:	January – May 2024

4. Marketing and Communication	
Agency:	WriteOne Media Group
Rationale:	A strategic marketing and communications plan remains vital to the long-term success and sustainability of the organization. WrightOne has been a great partner and is currently focused on enhancing GLA’s brand position and elevate the profiles as a regional and national leader in education.
About:	WrightOne Media is an international award-winning multimedia management and production company. Specializing in strategic communication and social media campaigns, and creating online broadcast content, WrightOne amplifies multicultural stories and connect brands with influencers and diverse communities globally.
Proposed outcomes/deliverables:	Write One will: <ul style="list-style-type: none"> • Conduct a strategic communication analysis • Develop a strategic communication plan • Develop, design, and launch website refresh
Budget:	\$100,000 (\$30,000 already allocated to date)
Timeline:	September 2023 – September 2024

Budgetary Considerations:

Anticipated costs and budgetary considerations associated with hiring external consultants are/will be considered prior to hiring a consultant. A budget will be structured to maximize the value gained from this investment while remaining mindful of our financial constraints. When possible, the consultant(s) will be funded first by grant funding, followed by unrestricted funds when feasible.



WRIGHTONE
MEDIA GROUP

Accra

Amsterdam

Atlanta

Chicago

Los Angeles

New York

Washington, D.C.



Greater Los Angeles Education Foundation

BRAND ASSESSMENT & SWOT ANALYSIS

Presented by
WrightOne Media Group
November 16, 2023

GLA UPDATED DELIVERABLES & TIMELINE

A LOOK AHEAD

In order to pursue the expressed objectives outlined in the RFP, WrightOne Media Group proposes the following foundational strategic communication tactics and deliverables.

(Revised 10/9/23)

Oct 2023

Strategic Communication Analysis:

- ~~o Visioning & Impact~~
- ~~o Brand Assessments for GLA & Programs~~

Nov 2023

Strategic Communication Plan:

- ~~o Market Research~~
- ~~o SWOT Analysis~~
- o Strategic Communication Plans for GLA & programs, including the following strategies:
 - Brand Positioning
 - SEO & SEM
 - Public Relations
 - Social Media
 - Digital Marketing/Blogs
 - Email Marketing
 - Strategic Alliances

Dec 2023

Development & Design:

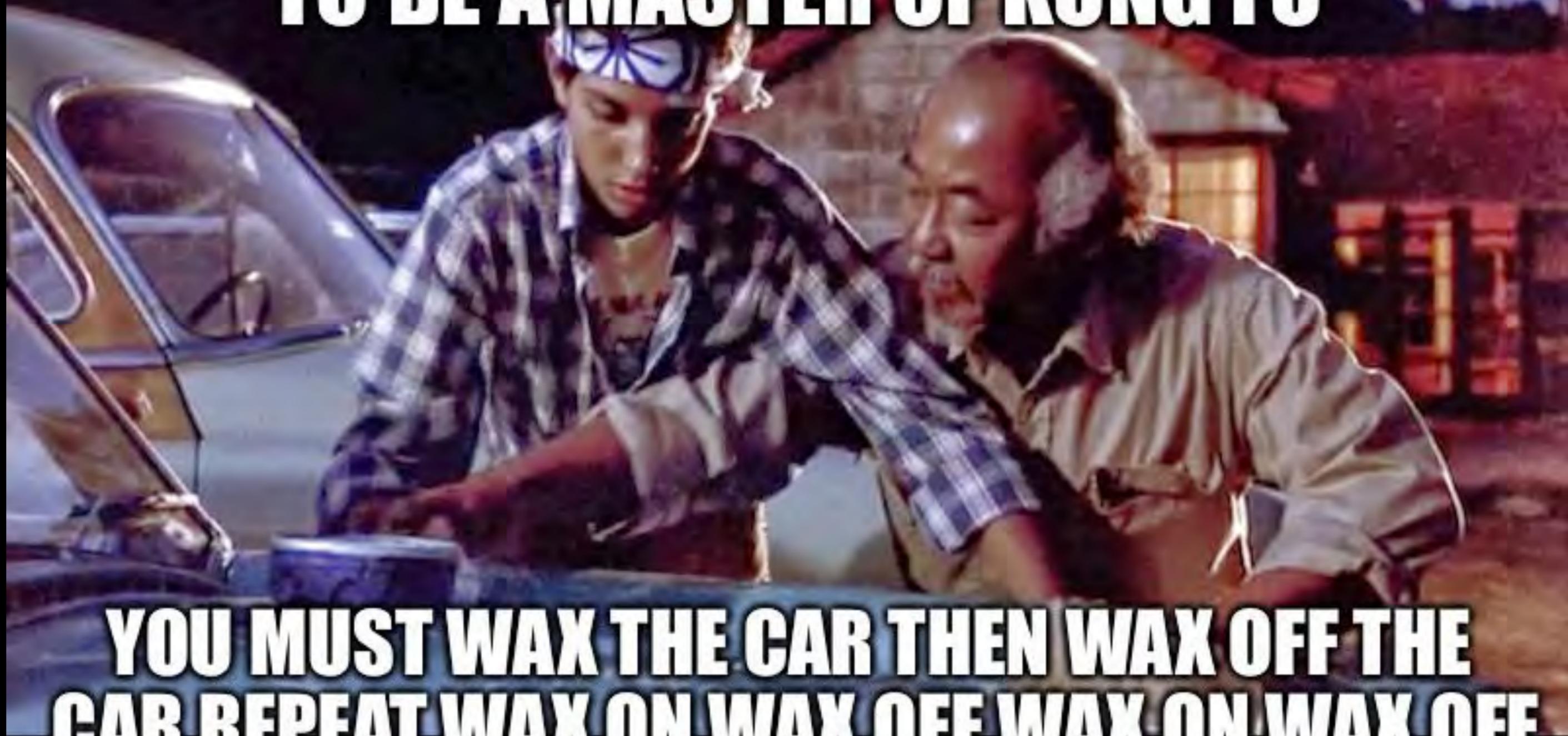
- o Website Refresh including Updated Layout/Design
- o Launch New Website

Jan 2024/Ongoing

Launch & Sustain:

- o Implement Strategies
- o Create Social Media Calendar
- o Social Media Posting & Management
- o Monthly Email Campaigns
- o Monthly Medium & LinkedIn Blog Posts (Thought Leadership Positioning)
- o Press Releases & Media Relations for GLA & Programs
- o Assessment of Q4 2023 year end giving
- o Annual giving marketing plan for 2024+

**YOU MUST DO THIS IN ORDER
TO BE A MASTER OF KUNG FU**



**YOU MUST WAX THE CAR THEN WAX OFF THE
CAR REPEAT WAX ON WAX OFF WAX ON WAX OFF**

GLA OBJECTIVES

1. Sustainability and long term success
2. Brand awareness
3. Increased visibility with partners, funders, and districts, increased online presence (more followers and post engagements)
4. Promoting GLA separately from LACOE
5. Shape GLA narrative and tell the right stories encompassing GLA accomplishments, success stories, white papers, case studies (please share with WrightOne)
6. Funding, fundraising, going after funds that are unrestricted
7. Supporting regional school districts from a philanthropic perspective

WRIGHTONE OBJECTIVES

WrightOne Media Group (WOMG) is delighted to present Greater Los Angeles Education Foundation (GLA) with an initial brand assessment, including a SWOT Analysis, and recommendations related to your online brand presence and social media. We aim to provide insights into your website and all social media accounts so that you may be better presented online, and make more informed decisions about the future of your brand and how to direct/redirect traffic to other platforms (i.e. Websites, Social Media Accounts, etc.). In this report, we will present the following:

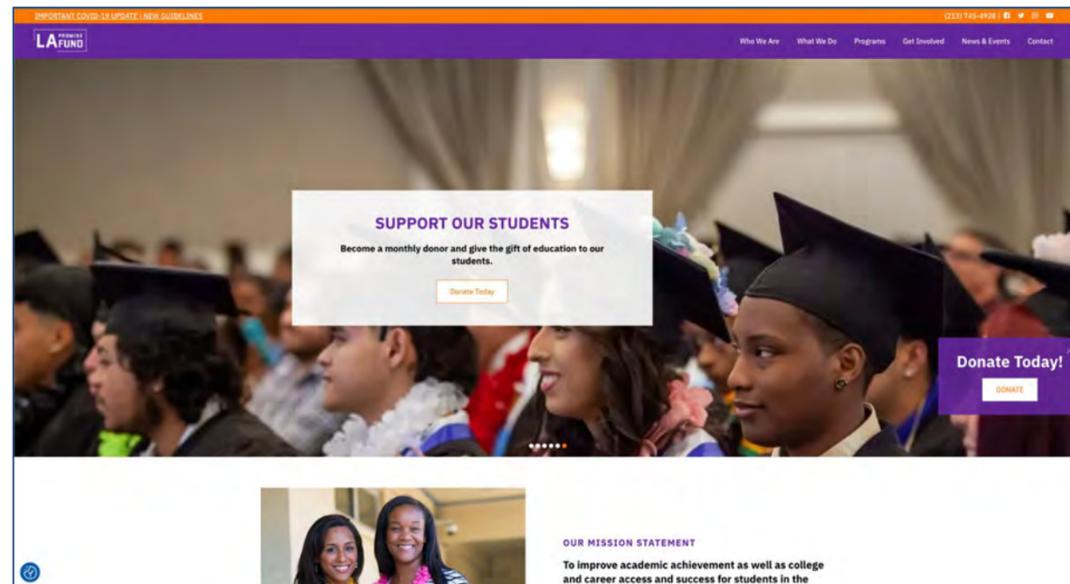
- 1) Target Audiences
- 2) Similar Organizations
- 3) Brand Inspiration
- 4) GLA Online Brand and SEO Insights
- 5) Traffic and Conversion Rates
- 6) Social Media Insights
- 7) Website & Social Media SWOTs
- 8) Profile Updates
- 9) Recommendations and Next Steps

TARGET AUDIENCES

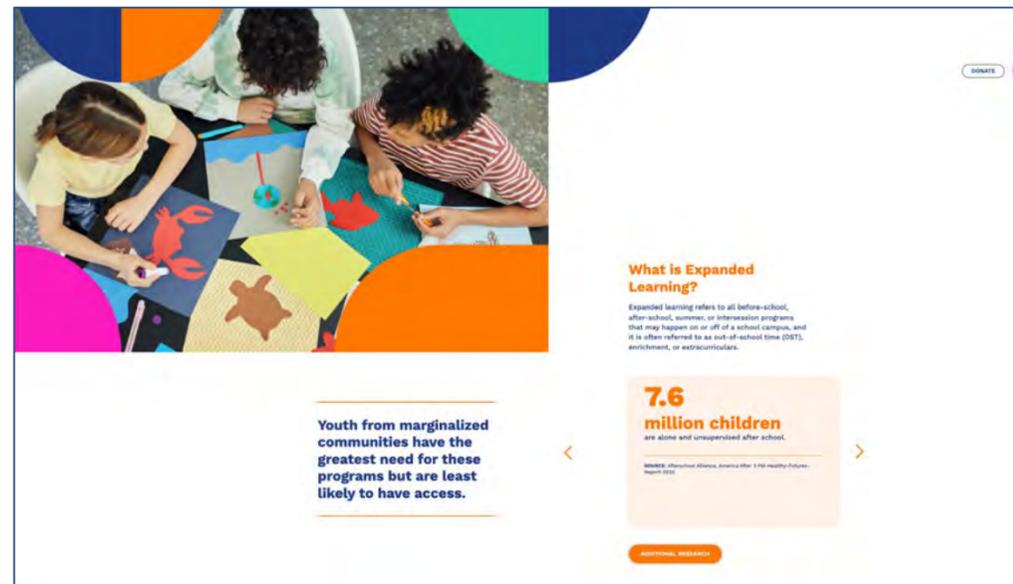
Constituents: LACOE schools, K-12 public school districts, charter schools, Head Start, students, and parents

Strategic partners: LACOE employees, Universities and community colleges, nonprofit organizations, foundations, corporations, community organizations, elected officials

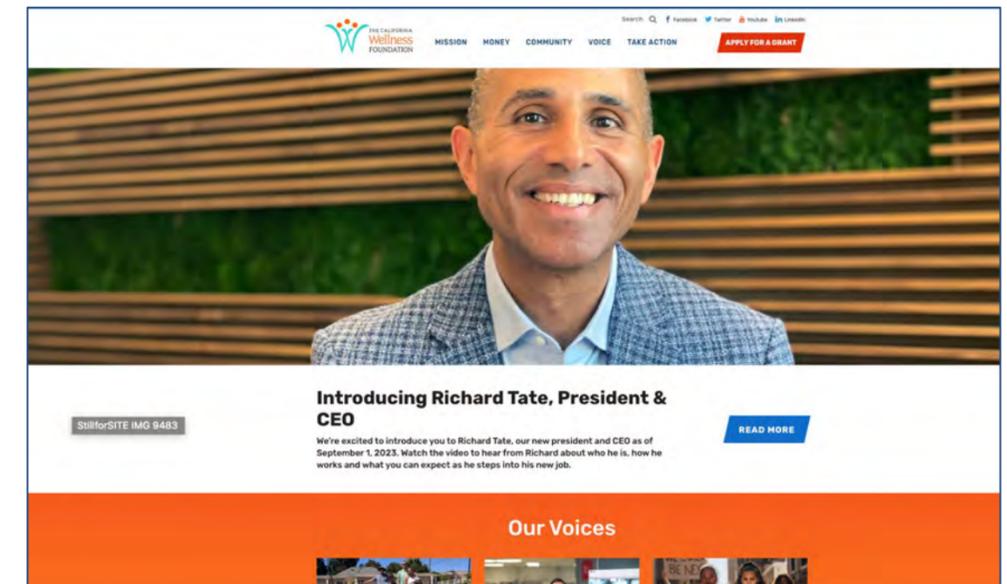
SIMILAR ORGANIZATIONS



[LA Promise Fund](#)



[EXPAND LA](#)



[The California Wellness Foundation](#)

BRAND INSPIRATION



Dr. Yvonne Chan



Dr. Monte Perez



Dr. Debra Duardo

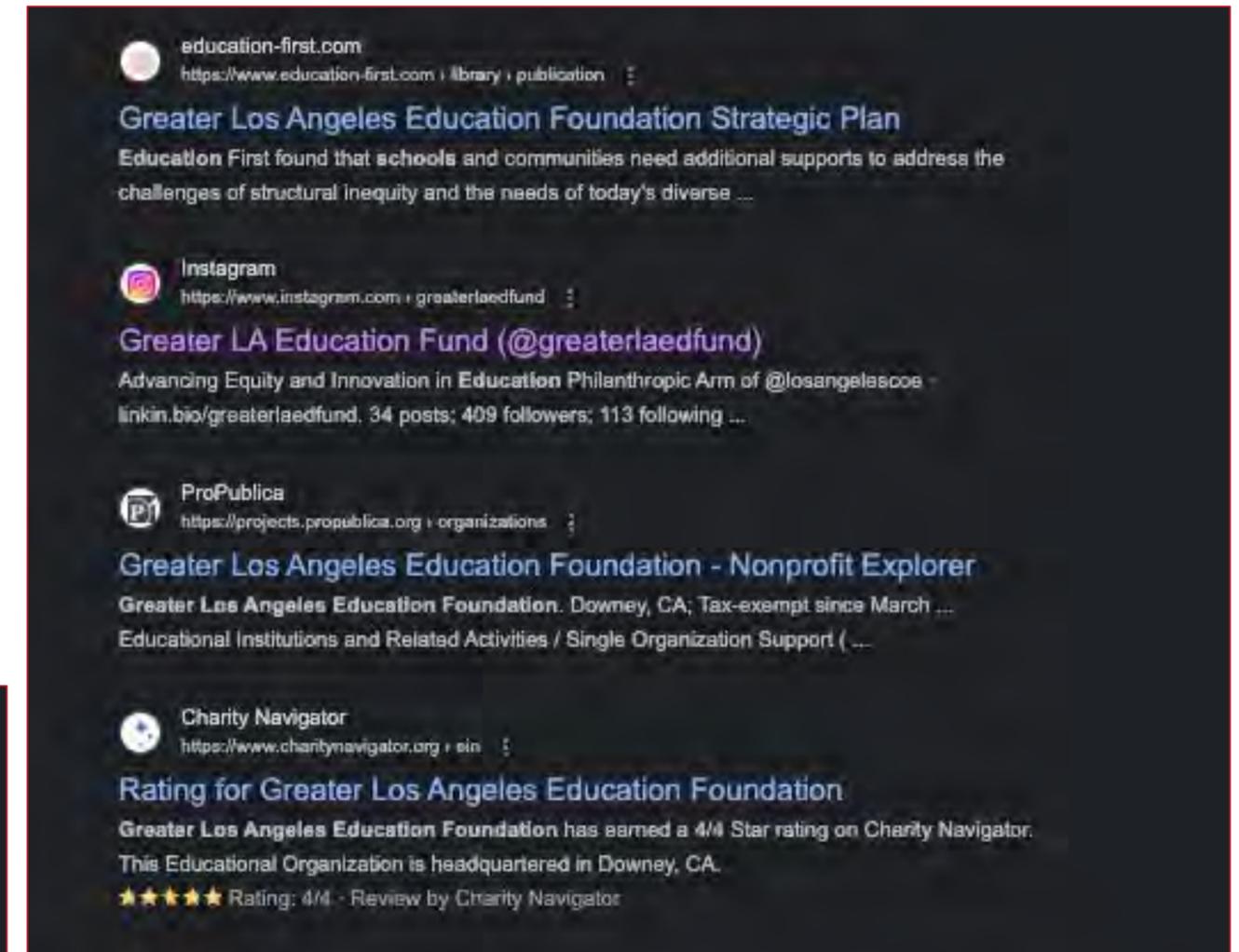
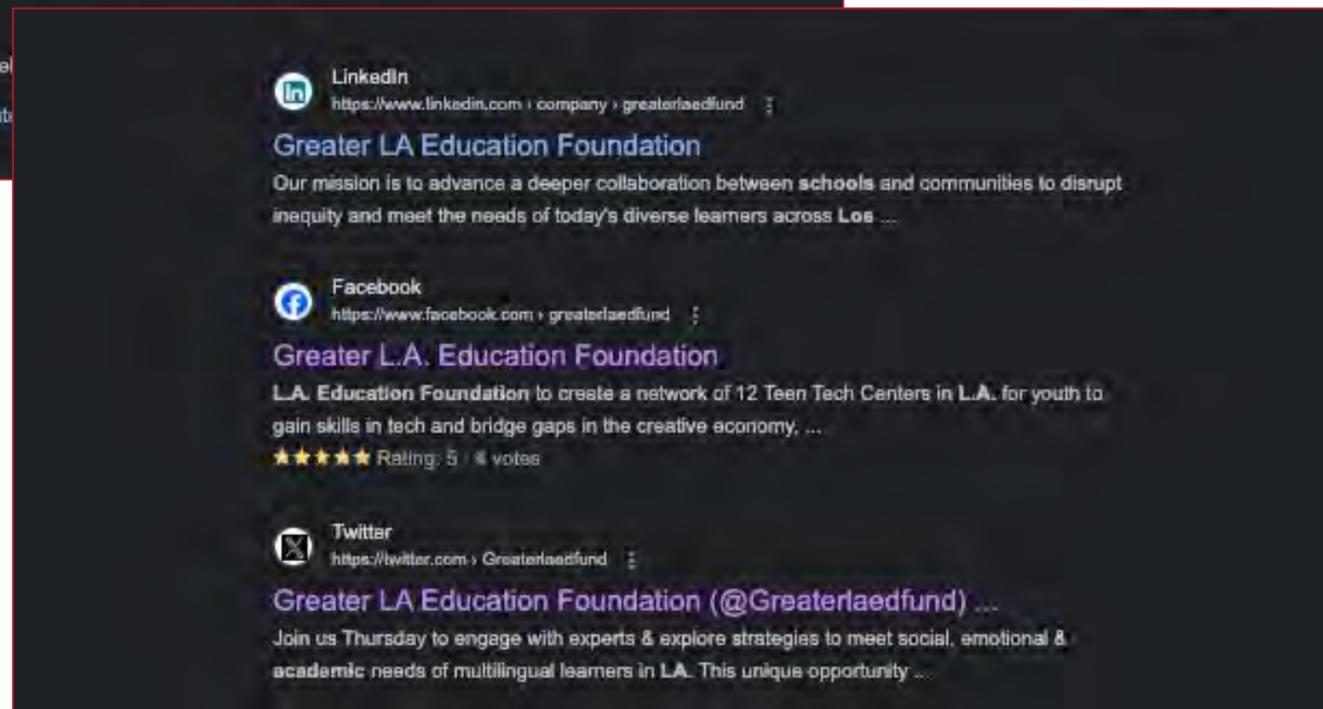
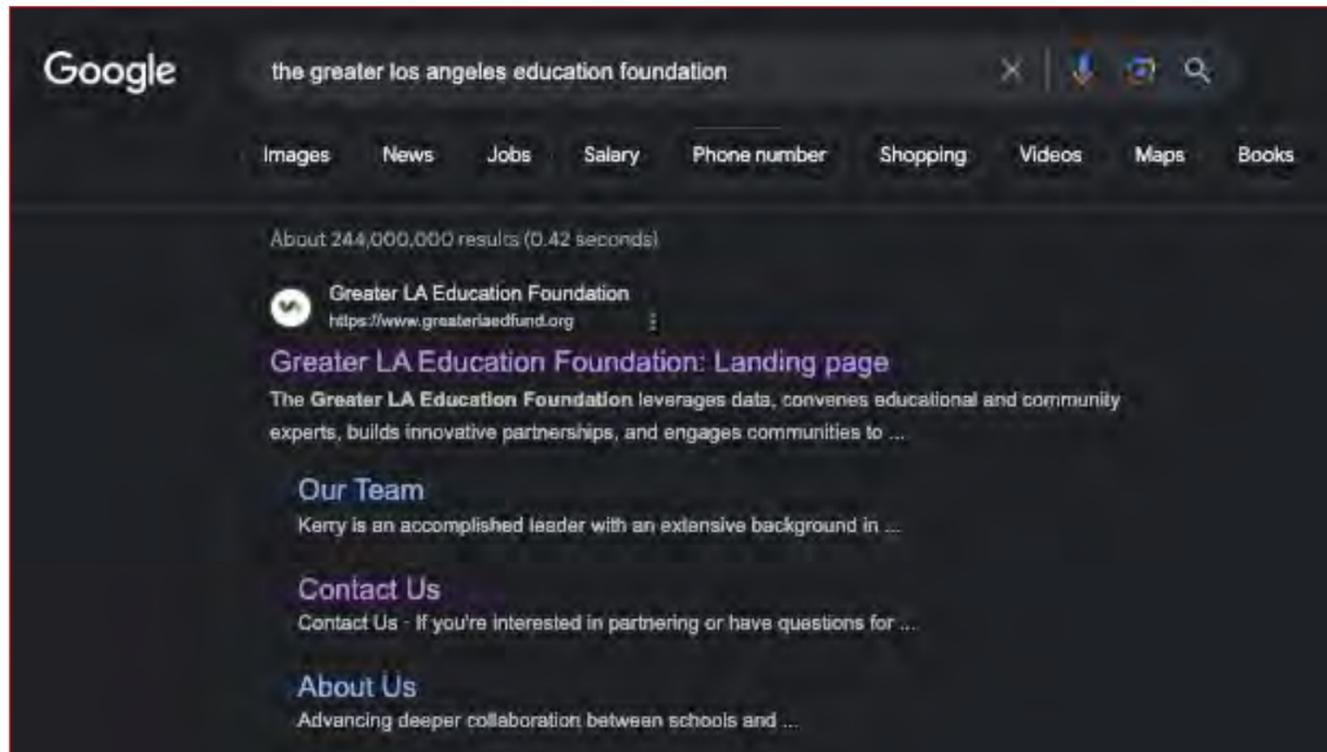


**Los Angeles County
Office of Education**
Serving Students ■ Supporting Communities
Leading Educators

HOW DO PEOPLE LEARN ABOUT GLA?

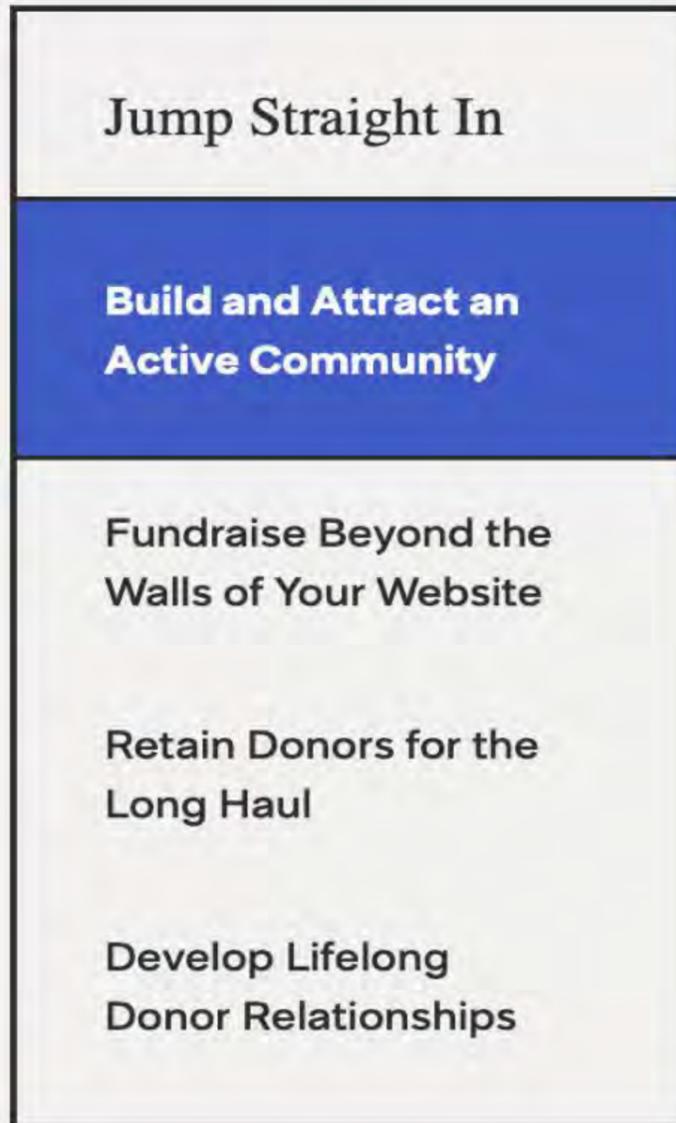
- Partners: LACOE, etc.
- Web Site
- Google
- Social Media
- Email
- Press

SEO INSIGHTS



Assessment: No current press or media to report connected to GLA or programs.

TRAFFIC & CONVERSION RATES



Traffic and Conversion Rate by Social Channel

	Traffic to Campaign	Conversion Rate
Facebook	84%	13.4%
Instagram	13%	22.7%
YouTube	2%	17.4%
LinkedIn	1%	33%
Snapchat	0.08%	12.7%

INSTAGRAM INSIGHTS

What Do People Do on Instagram in 2023?



Source: DataReportal

OBERLO

Source: <https://www.oberlo.com/statistics/what-do-people-do-on-instagram>

LINKEDIN INSIGHTS

"The ways in which people use LinkedIn differ significantly from the ways in which they use other social networks:

- Keeping up to date with news and current events: 29.2%
- Following or researching brands and products: 26.9%
- Posting or sharing photos or videos: 17.7%
- Messaging friends and family: 14.6%
- Looking for funny or entertaining content: 13.8%

And, of course, LinkedIn is also the social network most commonly used for recruiting, as well as the top platform for B2B lead generation."

Source: <https://blog.hootsuite.com/linkedin-marketing-strategy/>

FACEBOOK INSIGHTS

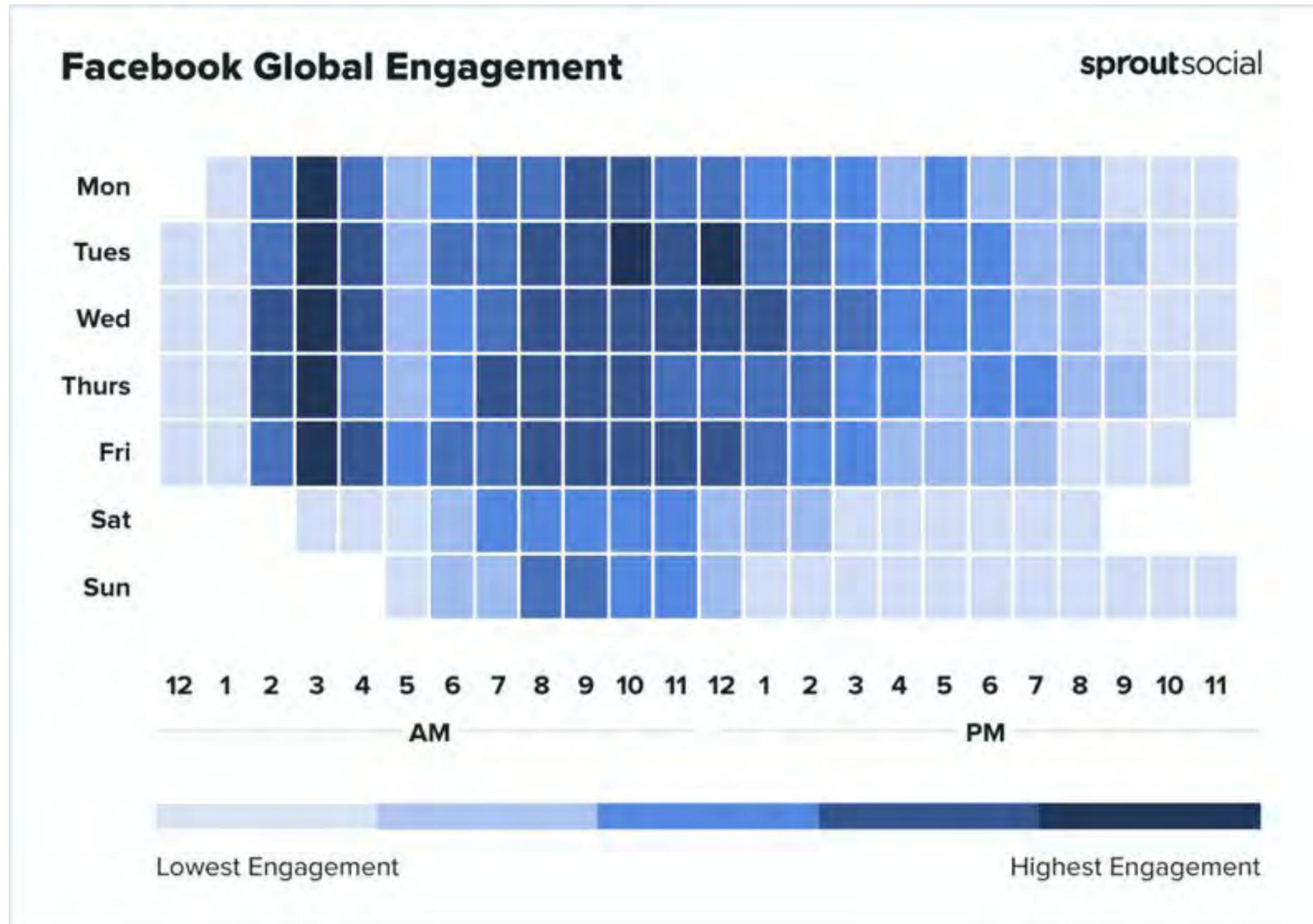
"Facebook is one of the most popular social media platforms [with] over 2 billion users worldwide (68% of them are active users), and continues to grow every day.

The best content to post on Facebook:

- Facebook videos
 - the best way to share your message in a compelling, impactful way that connects with your target audience and gets them watching more of your content
- Inspirational quotes and images
 - make sure the quotes are relevant to your audience and relate to the other types of content you've been posting.
- Tell stories
 - creates an emotional connection with your brand which leads to more trust, share stories about your business, employees, and customers
- Focus on a monthly topic
- Post at optimal times

Source: <https://www.mayple.com/blog/facebook-content>

FACEBOOK INSIGHTS cont.



Source: <https://sproutsocial.com/insights/best-times-to-post-on-social-media/>

X (TWITTER) INSIGHTS

Twitter Statistics:

- More than 217 million active daily users
- The world's seventh most popular network and is expected to grow to over 340 million active users by 2024

How to create a Twitter marketing strategy:

- Check out the competition
 - analyzing their social media can help you refine your own by revealing weaknesses in their strategy and ways that you can distinguish yourself.
- Create guidelines
 - include elements of your overall brand style guide, like your tone and details about your audiences
- Make a content calendar
 - helps align the content you're posting on all your channels and spot possible gaps and conflicts that you can address. Be prepared to join and lead conversations.

Source: <https://blog.hootsuite.com/twitter-marketing/>

YOUTUBE INSIGHTS

Youtube Statistics:

- “There are over 2.7 billion monthly active users on YouTube
- Every day, people watch over 1 billion hours of content on YouTube

A survey commissioned by [SproutSocial](#) concluded that:

- The 15-35 age group represents the largest segment of YouTube users
- YouTube is the world's second-largest search engine”

The best content to post on Youtube:

- Community events
- Success stories
- Fundraising campaigns
- Educational videos
- Virtual tours (if feasible)
- Day in the life of... (as previously discussed)

Source: <https://influencermarketinghub.com/types-of-youtube-content/>

YOUTUBE INSIGHTS cont.

CASE STUDY:

Homeboy Industries

- Profile picture easy to identify
- About section with short biography and background
- Other social links added to Youtube
- Homepage video that shares insight into Homeboy Industries employees, individuals' stories
- Frequent use of Youtube Shorts
- Weekly/Daily syndicated content

YouTube Home YouTube homeboy industries

Homeboy Industries

@HomeboyIndustries_LA · 14.2K subscribers · 1.2K videos

Homeboy Industries is located in Los Angeles, California and provides hope, training, and s... >

homeboyindustries.org and 4 more links

Subscribe

Home Videos Shorts Live Playlists Community Channels About

Homeboy Industries 2020 | Stories Behind... :

23,290 views · 3 years ago

See daily inspirational videos from Homeboy Industries on Facebook: <https://www.facebook.com/HomeboyIndus...>

Get more Homeboy Industries: <https://homeboyindustries.org/>
Follow Homeboy Industries: <http://twitter.com/HomeboyInd>
Homeboy Industries Instagram: @homeboyindustries
Snap with Homeboy Industries: @homeboyind...

READ MORE

Pernille Lopez
Board Chair

0:27 / 3:11

<https://www.youtube.com>

Source: https://www.youtube.com/@HomeboyIndustries_LA/featured

WEBSITE SWOT ANALYSIS

<p>Strengths:</p> <p>Clear Branding</p> <ul style="list-style-type: none">• Information is impactful and shows clear understandable mission.• Color palette: The colors are consistent with the brand.• Website easy to navigate	<p>WEAKNESSES:</p> <ul style="list-style-type: none">• Outdated website
<p>Opportunities (WrightOne can help):</p> <p>Social Media Engagement</p> <ul style="list-style-type: none">• Link social media platforms on website <p>Overall Branding & Marketing</p> <ul style="list-style-type: none">• Accomplishing Overall Brand Goals• Calendar of upcoming events and fundraisers• Create new website	<p>THREATS:</p> <ul style="list-style-type: none">• Other organizations with similar offerings• Changing constituent needs

INSTAGRAM SWOT ANALYSIS

Strengths:

Clear Branding

- Information is impactful and shows clear understandable information.
- Content supports the work and the message being conveyed.
- Color palette: The colors are consistent with the brand.
- Bio states clear purpose but can be enhanced

Networking Opportunities

- Linktree is great for out of app directionals, leading to your website, or other possible cross fanbase but needs to be updated.

WEAKNESSES:

Incomplete Profile

- Less consistent posting schedule
- More distinctive bio
- Lacking Reels, highlights, and video posts, which can help drive new followers to your content.

Limited Engagement

- Fewer likes or comments on your posts than number of followers.
- Need for syndicated content

Opportunities (WrightOne can help):

Social Media Engagement

- Post more frequent and syndicated content
- Hashtags can be used to source people not following your page.
- Instagram Stories and Highlight reels can help re-engage your fanbase.
- Scheduled posts are a must on instagram to reach maximum number of followers.

Overall Branding & Marketing

- Add Highlights
- Consistent Posting
- Consistent Brand Imaging
- Consistent Messaging
- Post Schedules
- Video Post Content Ideas

THREATS

- Similar organizations have more active pages

Algorithm Changes

- Posts could benefit from video content.
- Relatable Hashtags should always be used on posts.

LINKEDIN SWOT ANALYSIS

Strengths:

Clear Branding

- Bio is a great summary of who you are.
- Content is uniform with the rest of your social media website.
- Easy to understand flyers, and events.

Networking Opportunities

- Call To Actions with in your network of LinkedIn followers.
- Posts clearly aimed at the niche followers of your content.
- Connections to other people in the Non Profit sphere that provides services.
- Both In person and online events can be posted on LinkedIn to network with others in and out of your sphere.

Opportunities (WrightOne can help):

- Post more frequent and syndicated content

Overall Branding & Marketing

- Refresh and update brand presence
- Give a creative flair to your posts
- Add blogs
- Updated bio and description
 - Learning Experiences
 - Community Involvement
 - Emphasis on services within your bio

WEAKNESSES:

Incomplete Profile

- Less consistent posting schedule, than what is required for a platform like LinkedIn.

Limited Engagement

- Fewer likes or comments on your posts than number of followers
- Need for syndicated content
- Hosting events on LinkedIn can bring a more active engagement to your posts.

THREATS:

- Similar organizations have more active pages

Algorithm Changes

- Posts could benefit from video content.
- Relatable Hashtags should always be used on posts.

FACEBOOK SWOT ANALYSIS

Strengths:

Clear Branding

- Content style is sufficient
- Color palette: bright, colorful, clear

Networking Opportunities

- Vast network of followers and connections means visibility so peers can easily engage with account

WEAKNESSES:

Incomplete Profile

- Background Photo on Facebook can have the name more prominent.
- No post in 2023 and less consistent posting schedule

Limited Engagement

- Fewer likes or comments on your posts than number of followers, means limited to no engagement.
- Not enough syndicated content
- Link other social accounts to Facebook platform

Opportunities (WrightOne can help):

- Post more frequent and syndicated content

Overall Branding & Marketing

- Refresh and update brand presence
- Update bio and description
- Distinct, more recognizable background picture
- Incorporate more posts dedicated to brand.
 - More Unified content
 - Consistent colors
 - Consistent images
 - Consistent Posting
 - Video posts

THREATS:

- Similar organizations have more active pages

Algorithm Changes

- Posts could benefit from video content.
- Relatable Hashtags should always be used on posts.

YOUTUBE SWOT ANALYSIS

STRENGTHS:

Clear Branding

- Channel Name Established but handle needs to be renamed and not include the numbers
- Easily searchable in the Youtube algorithm
- Videos relate to the mission and topic of the channel

WEAKNESSES

Incomplete Profile

- About me is not fleshed out, longer bio
- Lacks content such as Shorts, Videos, Community posts etc.

Limited Engagement

- Low subscriber count
- Low to No content
- Non engaged followers
- View count is low, due to lack of content. Youtube rewards channels base on watchtime.

OPPORTUNITIES (WrightOne can help):

- Post more frequent and syndicated content

Overall Branding & Marketing

- Refresh and update brand presence
- Update bio and description
- Incorporate more video dedicated to mission
- Repurpose videos on social media (Capitalize on Board Member Cord Jefferson's new film set to release next month)

THREATS:

- Similar organizations have more active pages

X (TWITTER) SWOT ANALYSIS

STRENGTHS:

Clear Branding

- Easily searchable in Twitter algorithm
- Tweets relates to the mission and topic of the channel

WEAKNESSES:

Incomplete Profile

- Bio should be aligned more closely to other social media platforms

Limited Engagement

- Non engaged followers
- Interaction due to lack of content.
- More consistent posting schedule (last post September 2023)

OPPORTUNITIES (WrightOne can help):

- Post more frequent and syndicated content

Overall Branding & Marketing

- Refresh and update brand presence
- Update bio and description
- Incorporate more posts dedicated to your mission
- Comment and lead conversations

THREATS:

- Similar organizations have more active pages

Algorithm Changes

- Posts could benefit from video content.
- Relatable Hashtags should always be used on posts

PROFILE UPDATES

- Name: @GreaterLAEdFund (@GreaterLAEDF or @GLAEDF for all social media accounts if available)
 - Full name: Greater LA Education Foundation
- Brief Description Under Name:
 - Advancing Equity and Innovation in Education in Los Angeles
 - *@losanglescoe LA County Office of Education Philanthropic and Data Partner*
- About Section (Linkedin and Youtube):
 - Our vision is that all students in LA County have educational experiences that address their full needs and allow them to thrive in college, career and life. Our mission is to advance a deeper collaboration between schools and communities to disrupt inequity and meet the needs of today's diverse learners across Los Angeles County.
- Profile Pictures (Instagram, Twitter, Linkedin, Youtube, Facebook):
 - Background photos should be the same (X LA cityscape with kids & logo)



RECOMMENDATIONS

- Update profile pictures/banners so they are identical (previous slide)
- Update About sections with same description:
 - Our vision is that all students in LA County have educational experiences that address their full needs and allow them to thrive in college, career and life. Our mission is to advance a deeper collaboration between schools and communities to disrupt inequity and meet the needs of today's diverse learners across Los Angeles County.
- Brainstorm new syndicated content to post on Instagram, Facebook, LinkedIn, Youtube, Twitter focusing on spotlight moments, learning experiences, campaigns, and community involvement. (Repurpose LACOE content from website, socials...)

RECOMMENDATIONS cont. & NEXT STEPS

WrightOne to present the strategic communication plan and a “Site Map” and templates for the refreshed website by 12/8 and include the following updates:

- The donation pop-up should have an image of children in a classroom
- Add videos/photos to home and donation pages, enhance the “why” and detail the “how”.
- Move the LA Community Impact Hub and Teacher of the Year info to home page. Also, the copy is written in future tense vs. present or past accomplishments
- Add Blogs and News to bottom of home page
- Showcase innovation and how GLA is leveraging data, etc. (Infographics w/ Stats)
- Leverage influence of board members to pen Op-Eds and blogs posted on the GLA website and Medium.com that can be repurposed via email and social media (WrightOne can draft and post too)
- Annual fundraising event/initiative or townhall/conversation series
- Add social media channel icons to top of home page
- Web development and social media management support



THANK YOU.

Contact Us

Ramona Wright, Founder & CEO

310.382.6679

ramona@wrightonemedia.com

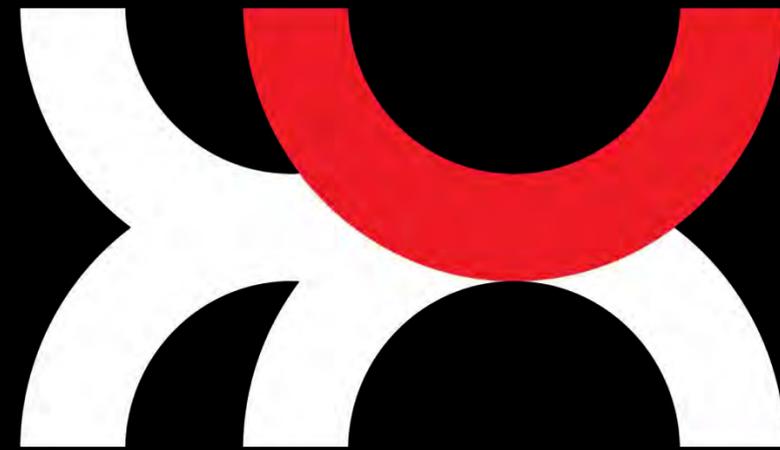
Hadiya Williams-Cain, Account Manager

510.677.0883

hadiya@wrightonecomm.com

645 W. 9th Street, Unit 110-222, Los Angeles, CA 90015

WrightOneMedia.com



WRIGHTONE
MEDIA GROUP

Accra

Amsterdam

Atlanta

Chicago

Los Angeles

New York

Washington, D.C.



Greater Los Angeles Education Foundation STRATEGIC COMMUNICATION ANALYSIS

Presented by
WrightOne Media Group
December 12, 2023



All students in LA County will have educational experiences that address their full needs and allow them to thrive in college, career and life.

GLA Vision Statement

Greater Los Angeles Education Foundation

STRATEGIC COMMUNICATION PLAN

WrightOne's strategy is to position The Greater Los Angeles Education Foundation as a regional and national leader in education excellence by aligning with strategic partners and leveraging relevancy around educational practices and technology. We aim to show that GLA is innovative and a national leader in shaping the future of learning among the educational community in Los Angeles County, including parents, students, policymakers, and beyond.

TOOLS FOR SUCCESS



Strategic
Partnerships



Public
Relations



Social Media
Marketing



Audience
Engagement

STRATEGIC COMMS FRAMEWORK

STRATEGY

Brand Position 1: Innovative Education Pioneers/Leaders
 Brand Position 2: Community-Centric Education Advocates
 Brand Position 3: National Leaders in Educational Excellence

OBJECTIVE 1

Innovation and Impact

OBJECTIVE 2

Brand Recognition and Authority

OBJECTIVE 3

Stakeholder Engagement

PRIMARY TACTIC

Public Relations

SECONDARY TACTIC

Impact Reports & Infographics

PRIMARY TACTIC

Social Media Marketing

SECONDARY TACTIC

Award Submissions

PRIMARY TACTIC

Highlight Partnership Campaigns

SECONDARY TACTIC

Enhance Strategic Alliances

CHANNELS (Paid, Organic, Earned)

Email Marketing

Corporate & Non-Profit Partners

LinkedIn

Local & National Media Coverage / Op-Eds

Website

Word of Mouth

Events

Industry-Specific Alliances

YouTube

Speaking Engagements

Blog (Website & Medium)

Surveys & Evaluations

Annual Reports

Influential Collaborators & Board

Instagram

Awards & Recognitions

SEO & SEM

Focus Groups

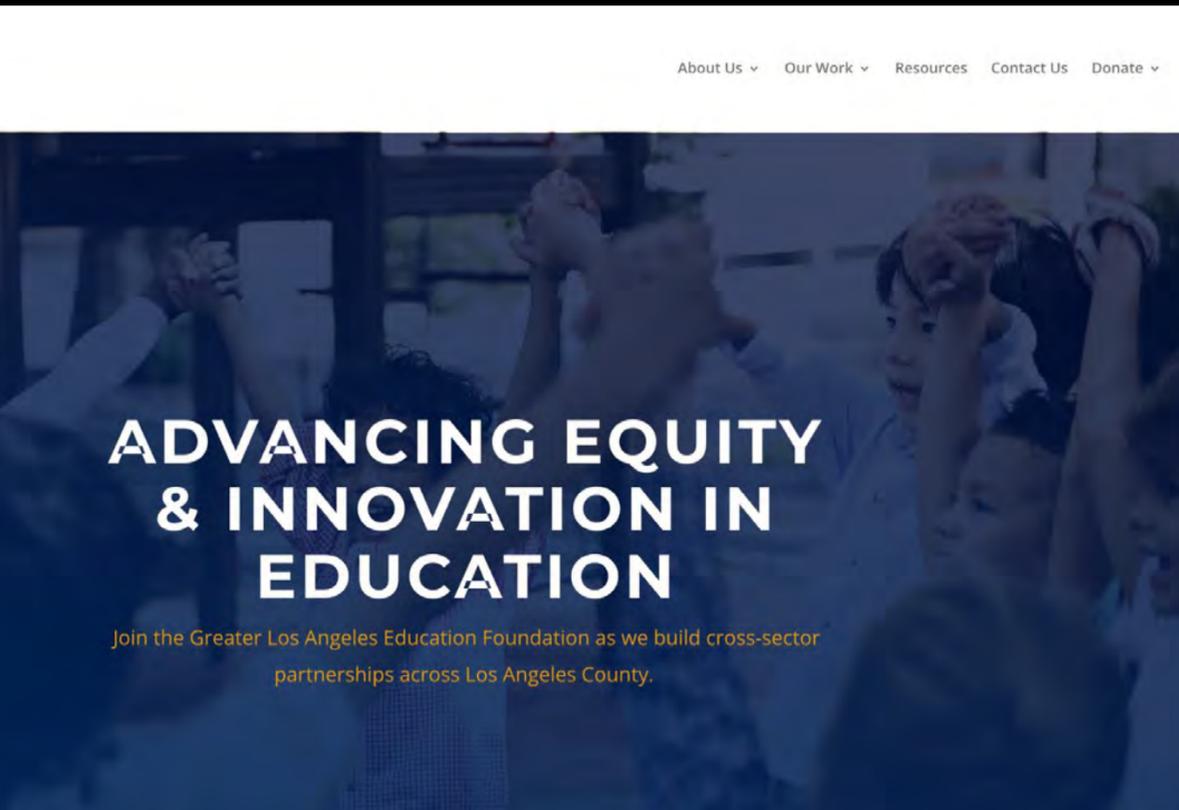
Facebook

Podcast

LOGO UPDATE & COLOR PSYCHOLOGY



GREATER LOS ANGELES
EDUCATION FOUNDATION



WEBSITE REDESIGN

GLA WEBSITE

- Integrate direct links to GLA's social media profiles on the website.
- Ensure that the website design, content, and messaging align with GLA's overall brand goals.
- Implement a dynamic calendar feature displaying upcoming events and fundraisers.
- Develop a new, user-friendly website that reflects modern design standards.
- Make giving page more visual

SEM/SEO OPTIMIZATION

SEM Optimization

- Google Ads Campaigns
- Ad Extensions
- Targeted Audiences
- Landing Page Optimization
- A/B Testing

SEO Optimization

- Keyword Research
- Content Optimization (Website & Blogs)
- Local SEO
- Mobile Optimization
- User Experience
- Quality Backlinks



BLOGS



Blogs are a great tool for providing valuable, detailed content and to directly share engaging content with your audience.

WrightOne will ghost write on behalf of Kerry and/or board members that then will be posted to the website:

- **Post on the same day of the week and time, every month:** Ex. The first Tuesday of every month at 9:00AM PST.
- **Distributed and posted on website, Medium.com and LinkedIn**
- **Repurposed in an e-newsletter**

EMAIL MARKETING



Email campaigns are a great tool for targeted relationship management and to directly share with your audience all of your updates.

GLA can continue their quarterly email marketing campaigns or WrightOne recommends increasing to monthly or bi-monthly and a refreshed layout and design:

- **Send on the same day of the week and time, every quarter:** Ex. The first Tuesday of every quarter at 9:00AM PST.
- **Includes an overview of the happenings at GLA:** Directly let your email network know all the great work you've been up to.
- **Repurposes social media content, Op-Eds, Blogs, etc:** Lead all email campaigns with a video.

EMAIL CAMPAIGN STRATEGY

SMART Approach - Specific, Measurable, Assignable, Relevant, Time-based

Objectives	Specific	Measurable	Assignable	Relevant	Time-based
Grow email subscriber list	Increase subscribers by X% or by X number	Report subscriber growth from database of record	WOMG	Increasing subscribers directly impacts program health and overall marketing efforts	Subscriber growth should increase within first 90 days
Use email to communicate milestones and about upcoming events	Create templated campaigns/series to regularly promote updates, events, appearances, etc.	Source/attribute attendance based on registration channel	WOMG	An engaged base will be the most likely to respond to events	Create campaigns/series based on current calendar within first 90 days
Use email to support fundraising efforts	Create space within newsletter templates and/or dedicated emails geared toward donations	Increase transactions, directly tied to opens and/or clicks from email	WOMG	An engaged base will be most likely to support fundraising campaigns	Fundraising efforts should support current and future objectives, events, etc. within first 90 days

EMAIL ACQUISITION



GOAL: Increase subscribers by X%/X number

RECOMMENDATIONS:

- Add sign-up forms on all websites (currently no sign-up option on any of your websites)
 - **ConvertKit** enables three different types of sign-up options, which should be tested
 - Static option at the bottom or top of the page
- Enable sign up from social media channels
- Include source to track long-term customer performance and engagement
- Include option to sign up for other email lists (TBD)
- Update welcomes (timing and content)

PUBLIC RELATIONS

Press Opportunities

- Promote & Attend Select Events
- Press Releases
- Media Pitching & Interviews
- Op-Eds

Influencer Positioning

- Education Conferences and Summits
- Educational Podcasts and YouTube Channels
- GLA Webinars and Podcast
- School Visits and Workshops

Industry Awards and Recognitions

- Cy Pres Awards & Other Grant Opportunities
- Social Innovation in Education Awards
- Nonprofit Excellence Awards

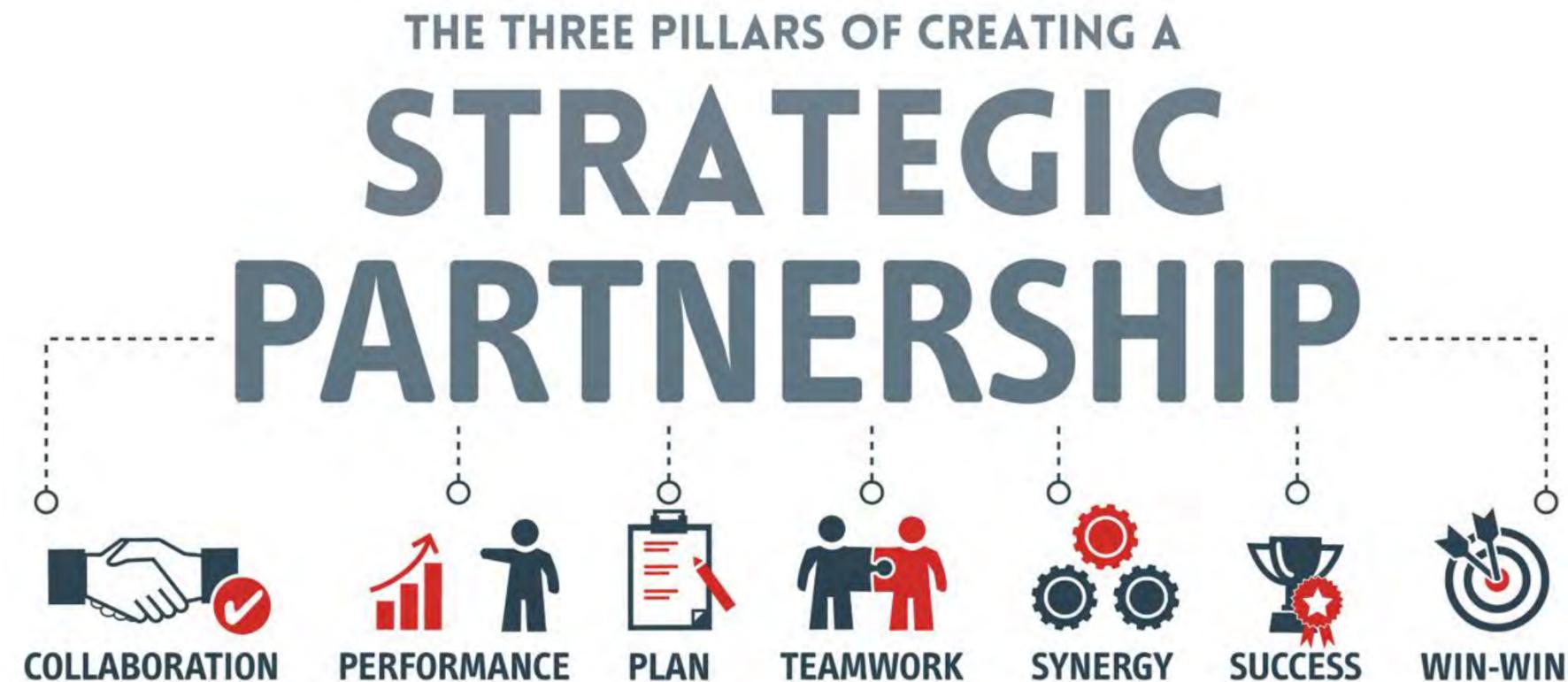


STRATEGIC PARTNERSHIPS

Enhancing existing strategic alliances and identifying the right new strategic partners is a great way to amplify organizational strengths and achieve shared objectives

Possible Alliances

- Large local and national foundations: California Endowment, Ralph M. Parsons, Weingart, Gates, Ahmanson, and Hilton
- Corporate partners: Coca-Cola or Pepsi Co., Walmart, Target, Banks and Tech Companies
- Sports Teams: LA Sparks, Lakers, Clippers, LA Galaxy and Los Angeles FC, Angel City FC



SOCIAL MEDIA MARKETING



Instagram

- Enhance brand visibility with Highlights featuring key aspects of GLA's work.
- Maintain a consistent posting schedule to establish a reliable presence.
- Ensure brand imaging, messaging, and posting schedules align cohesively for a unified and recognizable brand identity.
- Increase posting frequency and utilize syndicated content.

LinkedIn

- Refresh and update GLA's brand presence on LinkedIn with a creative flair in posts.
- Enhance the profile by adding blogs, updating the bio and description, emphasizing services, and showcasing community involvement and learning experiences.
- Increase posting frequency and utilize syndicated content.

SOCIAL MEDIA MARKETING cont.



Facebook

- Update bio and description for a more informative and engaging profile.
- Enhance brand recognition with a distinct and recognizable background picture.
- Implement a more unified posting strategy, incorporating video posts and dedicating more content to reinforce and strengthen the GLA brand.
- Increase posting frequency and utilize syndicated content.

Youtube

- Update channel name and ensure the channel's bio and description are accurately reflecting GLA's mission.
- Capitalize on the release of Board Member Cord Jefferson's new film by repurposing snippets or trailers on various social media platforms to create buzz.
- Increase posting frequency and utilize syndicated content.



SOCIAL MEDIA MARKETING cont.

X (Twitter)

- Utilize syndicated content for a diverse and engaging feed.
- Update bio and description for a clear and compelling snapshot of GLA.
- Actively comment and lead conversations to engage with the Twitter community and amplify the organization's voice.

HANDLES AND HASHTAGS

Handles (social media)	Hashtags
@Greaterlaedfund (Twitter)	#GLAEducationExcellence #FutureOfLearningLA
@greaterlaedfund (Instagram)	#CommunityEducationImpact #InnovateWithGLA
Greaterlaedfund (LinkedIn)	#EducationForAll #EmpowerLearnGrow
Greaterlaedfund (Facebook)	#GLASuccessStories #GreaterLosAngeles
@greaterlaeducationfoundati7544 (Youtube)	#EducationFoundation #StudentsFirstGLA #BuildingBrighterFutures Change YouTube name to be unified with other handles or spell out foundation.

SOCIAL CHANNELS CONTENT OVERVIEW

LINKEDIN (Paid & Organic)

Thought-leadership Business Growth

- GLA news and achievements
- Thought-leadership opinion editorials, reports and shared content
- Relationship building with past and potential clients/partners
- Reviews/recommendations
- Sponsored content (paid advertising opportunities)
- Syndicated content (weekly)
- LinkedIn live (monthly)

Facebook (Paid & Organic)

Community-based Business Growth

- GLA news and achievements
- Testimonials
- Grow a community alongside your brand
- Community engagement
- Potential for Facebook ads for events

Instagram (Organic & Paid)

Influencer Org. Business Growth

- GLA news and achievements
- Instagram live at events
- Reels
- Opportunities to collaborate with educators, mental health experts, etc.
- Migrate followers from other social media, especially FB
- Instagram ads once initial following is engaged
- Stories (weekly)
- Syndicated content (weekly)

SOCIAL CHANNELS CONTENT cont.

Twitter (Organic)

Thought-leadership Business Growth

- Relevant Retweets
- Organization news
- Cross-Platform Migration
- Community building with volunteers, patrons, programees
- Testimonials and success stories
- Sponsored content

Youtube (Organic)

Influential Org. Business Growth

- Educational series
- News and achievements
- impactful Youtube Shorts
- Content from the blog/e-newsletter
- Opportunity to launch youtube videos and curate GLA playlists
- Strategic Youtube Ads
- Weekly Stories
- Documentary-style content

SOCIAL CHANNEL CAMPAIGNS

ABOUT GLA

ALL PLATFORMS

- Highlight GLA's mission and allow the community to actively engage and connect with their educational initiatives.
- Posts will consist of inspiring success stories, behind-the-scenes,, educational tips and resources, and interactive content.
- Positioning Kerry Franco as a subject matter expert.

BRAND BUILDING

ALL PLATFORMS

- Forge a compelling narrative around GLA's commitment to educational excellence and community impact.
- Event & programs promotion.
- Establish GLA as the premier authority in educational innovation and community-driven impact, recognized for its dedication to fostering positive change in education.

RESOURCES

FB/IG/LI

- This campaign will create lists or threads of resources that people can absorb and share.
- Content will highlight education resources and insightful tools, with various things that can help people navigate and enrich their learning journey.
- Positions GLA as a premier authority in educational innovation.

QUOTES

IG/TW

- Campaign is various quotes from GLA and organization patrons.
- The aim is to get these quotes shared by our audience in order to build engagement.
- Content could be short-form video (interview/speech snippets, for example) or text.

DRAFT CONCEPTS & CONTENT CALENDAR

JANUARY 2024

SUN	MON	TUE	WED	THU	FRI	SAT
31	1 About GLA IG/FB	2	3 Brand Building TW/LI	4	5 Resources IG/YT	6
7	8 About GLA TW/LI	9	10 Brand Building IG/YT	11	12 Resources FB/LI	13
14	15 About GLA IG/YT	16	17 Brand Building FB/LI	18	19 Quotes IG/FB	20
21	22 About GLA FB/LI	23	24 Brand Building TW/YT	25	26 Resources IG/YT	27
28	29 About GLA TW/YT	30	31 Brand Building IG/FB	1	2	3

Consistency is key. Here are some branding recommendations that go along with the social media plan:

- Make profile picture the “GreaterLAEdFund-logo-square” logo on all social media accounts.
- Determine color theme
 - Social Teal, Majestic Purple, Royal Red, Friendly Orange, Structural Charcoal

EVENT PROMOTION AND COMMUNICATION



GOAL: Create email series to promote events, appearances, etc.

RECOMMENDATIONS:

- Create marketing series for specific tentpole events
 - Create a sense of urgency with countdown mechanisms/content
 - Align email and social media efforts
 - Promote sharing with friends, colleagues, etc.
 - Include prominent above-the-fold sign-up leading directly to registration page
 - Include testimonials, reviews, user generated content
 - Develop post event campaigns (survey/feedback, link to recordings from current and prior events)
- Create automated series
 - Event reminders for registrants
 - Thank you for attending (links to recording)

GLA PROGRAM RECOMMENDATIONS

College Access and Career Pathways

RECOMMENDATIONS:

Interactive Workshops and Webinars:

- Host engaging workshops and webinars to guide educators, students, and parents through the college access and career pathways programs. Provide valuable insights, tips, and resources to empower participants in navigating the educational journey effectively.

Alumni Success Stories:

- Share success stories of individuals who have successfully navigated GLA's college access and career pathways. Feature alumni testimonials through various channels to inspire current participants and demonstrate the tangible impact of the programs.

GLA PROGRAMS cont.

LACOE's Community Schools Initiative

RECOMMENDATIONS:

Community Storytelling Campaign:

- Launch a storytelling campaign that captures the unique stories and successes of the Community Schools Initiative. Utilize multimedia content, including videos, blogs, and testimonials, to convey the positive impact on students, families, and communities.

Quarterly Newsletter:

- Establish a regular newsletter to keep stakeholders informed about the latest developments, achievements, and upcoming events related to the Community Schools Initiative. Feature interviews, highlights, and announcements to foster a sense of community and collaboration.

GLA PROGRAMS cont.

Advancing Digital Equity

RECOMMENDATIONS:

Digital Equity Toolkit:

- Develop and distribute a comprehensive digital equity toolkit that provides educators with practical resources, guidelines, and best practices for promoting digital equity in the classroom. Ensure accessibility and usability across various platforms.

Digital Inclusion Awareness Campaign:

- Launch a public awareness campaign to highlight the importance of digital inclusion. Utilize social media, infographics, and targeted messaging to advocate for policies and practices that advance digital equity within educational settings.

GLA PROGRAMS cont.

Expanded Learning and District Partnerships

RECOMMENDATIONS:

Collaborative Webinars and Forums:

- Facilitate collaborative webinars and forums that bring together educators, administrators, and community partners. Create spaces for open discussions, idea-sharing, and collaboration to strengthen partnerships and share best practices in expanded learning.

District Partnership Spotlights:

- Feature success spotlights on districts that have effectively partnered with GLA for expanded learning. Showcase the positive outcomes, share collaboration stories, and provide a platform for districts to learn from each other.

GLA PROGRAMS cont.

Student-Centered Teaching and Learning

RECOMMENDATIONS:

Student Showcase Events:

- Host events or virtual showcases where students can exhibit projects, presentations, and achievements resulting from student-centered teaching and learning initiatives. Share these showcases across social media platforms and invite community engagement.

Educator Spotlights:

- Feature educators who have successfully implemented student-centered teaching methods. Share their experiences, strategies, and insights through blog posts, interviews, and social media to inspire and educate other educators.

GLA PROGRAMS cont.

LA County Mandated Supporter Program

RECOMMENDATIONS:

Recognition and Appreciation Campaign:

- Implement a campaign to recognize and appreciate organizations and individuals participating in the LA County Mandated Supporter Program. Utilize social media shoutouts, press releases, and virtual events to express gratitude and showcase their contributions.

Impact Reports:

- Regularly publish impact reports highlighting the collective impact achieved through the LA County Mandated Supporter Program. Use data, success stories, and testimonials to communicate the program's effectiveness and encourage ongoing support.

GLA PROGRAMS cont.

Diverse Educator Workforce

RECOMMENDATIONS:

Diversity and Inclusion Webinars:

- Conduct webinars and virtual events that address the importance of a diverse educator workforce. Invite experts and thought leaders to discuss strategies for promoting diversity and inclusion in education. Share these insights through various communication channels.

Recruitment Campaigns:

- Develop targeted recruitment campaigns that emphasize the value of diversity in education. Highlight benefits, career opportunities, and success stories to attract a diverse pool of educators. Utilize social media, job boards, and partnerships with educational institutions for outreach.

CY PRES AWARD CAMPAIGN

GOAL: Build a Cy Pres Award campaign for GLA. It provides an impactful avenue for supporting community causes and initiatives when traditional distribution to class members is not feasible.



RECOMMENDATIONS:

Online Presence:

- Dedicated campaign webpage on the GLA website explaining Cy Pres Awards and their impact on how it can enhance the GLA mission.
- Social media posts highlighting success stories and the importance of community support.

Media Outreach:

- Press releases to local media outlets showcasing GLA's commitment to community empowerment.
- Op-eds and articles in legal publications emphasizing the transformative power of Cy Pres Awards.

Donor Engagement:

- Create connections with Cy Pres Award recipients.
- Consider recognition program for contributors to the Cy Pres campaign.
- Personalized thank-you messages and updates on the impact of funds.

CY PRES AWARD CAMPAIGN cont.

Cy Pres Recipients Should Align with the Interests of the Class

All non-profit public and legal services organizations – particularly those that provide legal assistance to low-income and disadvantaged groups – are generally acceptable to be chosen as cy pres recipients.

Attorneys and judges, however, aim to make sure cy pres recipients align with the interests of the class by considering factors such as:

- The type of wrongdoing the class members suffered (false labeling, product defect, etc.)
- The nature of class members' injuries (physical harm, harm to vehicle or property, statutory violations, etc.)
- The reason why there is money left over

Example Org Websites:

<https://www.publicjustice.net/cy-pres-awards/>

<https://www.lac.org/page/cy-pres-awards#:~:text=Cy%20Pres%20is%20a%20doctrine,to%20a%20non%2Dprofit%20organization.>

<https://youthlaw.org/cy-pres>

<https://publiccounsel.org/cy-pres-awards/>

Source: <https://www.classaction.org/learn/cy-pres>

GLA UPDATED DELIVERABLES & TIMELINE

A LOOK AHEAD

In order to pursue the expressed objectives outlined in the RFP, WrightOne Media Group proposes the following foundational strategic communication tactics and deliverables.

(Revised 10/9/23)

Oct 2023

Strategic Communication Analysis:

- ~~○ Visioning & Impact~~
- ~~○ Brand Assessments for GLA & Programs~~

Nov 2023

Strategic Communication Plan:

- ~~○ Market Research~~
- ~~○ SWOT Analysis~~
- Strategic Communication Plans for GLA & programs, including the following strategies:
 - Brand Positioning
 - SEO & SEM
 - Public Relations
 - Social Media
 - Digital Marketing/Blogs
 - Email Marketing
 - Strategic Alliances

Dec 2023

Development & Design:

- Website Refresh including **Logo,** Updated Layout/Design
- Launch New Website

Jan 2024/Ongoing

Launch & Sustain:

- Implement Strategies
- Create Social Media Calendar
- Social Media Posting & Management
- Monthly Email Campaigns
- Monthly Medium & LinkedIn Blog Posts (Thought Leadership Positioning)
- Press Releases & Media Relations for GLA & Programs
- Assessment of Q4 2023 year end giving
- Annual giving marketing plan for 2024+

Q&A



Ms. Andrea Foggy-Paxton Bio



Andrea Foggy-Paxton has designed and lead new initiatives with government, philanthropy, and nonprofits for over 25 years. Foggy-Paxton currently serves as the Entrepreneur-in-Residence at Education Leaders of Color (EdLoC) and Founder of the Social Studies Accelerator. She also serves as CEO of Foggy Paxton Consulting, a collaboration between experienced change makers providing strategic advisory services to improve organizations' equity-centered strategic initiatives.

She is a collaborator, innovator, and leader in advancing outcomes for youth, families, and the communities in which they live. Andrea served as the Managing Director of Partner Strategy at The Broad Center, leading efforts to collaborate with urban school systems and strategic alliances to accelerate excellence and equity for all students. This included serving as the executive sponsor for the Diversity Council and leading supports to school districts related to diversity, equity, and inclusion efforts. Andrea also served as a program officer at the Bill & Melinda Gates Foundation and a National Urban Fellow at the Annie E. Casey Foundation.

Prior to working in philanthropy, Andrea spent a decade leading start-up nonprofits and initiatives, serving as the co-director of LA Youth at Work, national field director of Rock the Vote, and executive director of the Tavis Smiley Foundation. Prior to moving to Southern California, Foggy-Paxton served as a Freedom School teacher, site coordinator, and trainer for the Ella Baker Child Policy Institute. She serves on several boards including iCivics, Coro Southern California, EdCuration, Leading Now, and Bill & Melinda Gates Foundation Alumni Advisory Board. FoggyPaxton earned a bachelor's degree in political science from the University of California, Berkeley, a master's in public administration from Baruch College on a full scholarship and is a graduate of the Coro Southern California Public Affairs Fellows program.



Program Updates

UPCOMING EVENTS

- Dual Enrollment Toolkit Webinar Series
 - Toolkit Kick-off/ Equity Goal & Public Reporting: January 18, 2024, 12:30-1:30
 - Program Integrity & Credit Transfer: February 1, 2024, 3:00-4:00 pm
 - Finance: February 15, 2024, 3:00-4:00 pm
 - Course Access and Availability: February 29, 2024, 3:00-4:00 pm
 - Instructor Capacity: March 21, 2024, 3:00-4:00 pm
 - Navigational Supports: April 11, 2024, 3:00-4:00 pm
- Prop 28 Arts Community of Practice
 - Central Los Angeles School Districts
 - January 11, 2024, 9:30-11:00 am
 - March 7, 2024, 9:30-11:00 am
 - Rural Los Angeles School Districts
 - January 18, 2024, 9:30-11:00 am
 - March 8, 2024, 9:30-11:00 am
 - LA County Department of Arts and Culture Arts Ed Collective Convenings
 - February 22, 2024, 9:30-11:30 am
 - April 25, 2024, 9:30-11:30 am
 - Culminating Event
 - May 1, 2024, 9:00-1:00 pm at the Getty
- LA CIH Openings
 - Antelope Valley Boys and Girls Club Teen Tech Center “Soft Opening”: January 22, 2024
 - North Valley Caring Services Teen Tech Center Grand Opening: March 2024
- Community Schools Convening - May 2024

GLA FOCUS AREAS AND INITIATIVES

Expanded Learning, Enrichment, and District Partnerships

Strategic Expansion Pilot Program

The Broad Foundation is fully funding a pilot program developed by LACOE’s Expanded Learning Technical Assistance Unit and GLA. Secondary students remain a critical population to engage through additional expanded learning and enrichment opportunities. ELTAU and GLA will identify a subset of districts that have demonstrated demand for expanded learning programs, invest catalytic funds, and build their internal capacity to expand services to secondary students.

These districts will be further supported through coaching, evaluation and strategic communication efforts that can translate into ongoing advocacy to maintain, and even build support for, continued investment in expanded learning. Programming will begin fall 2024 and be implemented over two years.

LA Enrichment Hub

GLA is partnering with The Getty’s Pacific Standard Time (PST) initiative, launching Fall 2024! PST is a landmark arts event bringing together more than 818 artists, 50 exhibitions and 1 central theme: Art &



Science Collide. In partnership with museums and institutions across the region, this is one of the most expansive art events in the world. This “collision” will explore the intersections of Art and Science and will share groundbreaking research, spark lively debate, and provide thought-provoking lenses to explore our complex world.

GLA is helping promote PST exhibits and resources to K-12 educators and students across Los Angeles County. PST exhibitors will be featured on The LA Enrichment Hub, a searchable database that will feature information for PST’s exhibits, programming and curriculum. GLA will also support aligned communication and promotion in partnership with LACOE departments, including Arts, STEAM, STEM, and ELTAU to ensure every teacher throughout Los Angeles knows about PST, ways to engage with the exhibits and how to access free resources for their classrooms.

Advancing Digital Equity

LA Community Impact Hub

GLA continues to administer ARP funding and the buildout of 5 Teen Tech Centers around LA County (Antelope Valley, north San Fernando Valley, Long Beach, Watts, Boyle Heights), as well as serve as a founding partner for 4 additional Tech Centers (El Monte, Compton, Southeast LA, Campus Kilpatrick). The first Tech Center using ARP funding has officially opened at North Valley Caring Services. A soft opening was held for the community in early December, and a Grand Opening will take place in March. The Antelope Valley Teen Tech Center will open for programming on January 22. The other Tech Centers are in various stages of their build-out, and all 5 of the ARP-funded sites will be open by summer 2024.



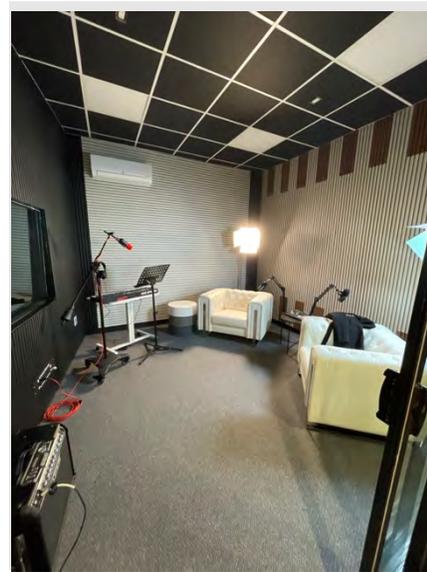
The staff at North Valley Caring Services, GLA, and State Senator Carolina Menjivar celebrate the Tech Center open



The community gathers at the 'soft open' at NVCS Teen Tech Center



Students use the technology in the NVCS Tech Center, including VR headsets



The recording studio at the NVCS Tech Center, ready for music production and podcast recording. The space also features an engineering booth.

College Access and Career Pathways

Dual Enrollment

GLA, in partnership with the Eli and Edythe Broad Foundation, will be making a critical investment to support LACOE's capacity to support districts to expand dual enrollment programming. The Broad Foundation has committed \$3M over three years to support three positions across two LACOE teams focused on the adoption and implementation of new dual enrollment programs. Two positions will be housed within LACOE's Educational Services division. These positions will be embedded within the Career and Technical Assistance team, and support LACOE's critical role as the Regional Technical Assistance Center for the Golden State Pathways Grant – elevating dual enrollment as a critical pillar of K-12 workforce alignment. The other position will focus on dual enrollment with the Educational Programs team at LACOE, expanding access to dual enrollment programs at LACOE operated schools.

GLA released the LA County Toolkit for Equity-Centered Dual Enrollment Partnerships over the summer, which provides practical resources for LEAs, IHEs and other dual enrollment practitioners. As part of the promotion of the toolkit, GLA and LACOE will host a series of webinars to dive into each of the core elements of the toolkit. These webinars will take place between January and April, and will feature hosts of the resources and tools, the “architects” of the toolkit, and other experts. The first webinar will be a kick-off event, and will feature Dr. Duardo as a keynote speaker, and LACOE's Academic Services and CTE teams who will discuss their role as the dual enrollment technical service provider through the Golden State Pathways grant.

LACOE's Community Schools Initiative



GLA has invited 8 LACOE Community Schools to apply for a \$10,000 grant designed to advance the Community School Initiative (CSI) planning phase processes. This grant is made possible with guidance and partnership from LACOE CSI Team. Awarded funds will support a new strategy or activities connected to one of the [9 Capacity Building Strategies](#) and will promote the growth and development of each community school site. Proposed projects will take place during the 2023-24 school year and could be completed as late as Fall 2024. Examples of some awarded projects:

- Hire a muralist for a campus beautification project
- Host a community Art Fest
- Intentional meetings and events centered around parent or staff engagement

GLA also continues to support LACOE’s Community School Initiative team as the Regional Technical Assistance Center for Los Angeles County, through sponsoring staff positions, events, communication resources and data analysis.

Student-Centered Teaching and Learning

Early Education Workforce Development for Multilingual Learners

On December 7, GLA, LACOE Head Start and LACOE’s Multilingual Academic Support Unit, hosted an in-person convening, with representatives from districts, IHEs and nonprofits in attendance. The convening focused on building a PreK and TK educator workforce that focuses on LA County’s multilingual learners. At the convening, GLA and a statewide funding partner, the English Learner Workforce Investment Network (EL WIN) presented a concept for regional partnerships across the county, and attendees discussed and workshopped the concept. GLA will take the learnings and feedback from the convening and turn it into a formal proposal for philanthropic support and build infrastructure in LA County to develop a teacher workforce prepared to meet the needs of young multilingual learners.



Gathering input from convening participants



“Gallery Walk” activity

Regional Research

We are really excited to begin work with LACOE’s MAS unit and The Center to Support Excellence in Teaching and Understanding Language (CSET/UL), part of Stanford University’s Graduate School of Education for our



next white paper. This research project will explore how and to what extent programs, policies and instructional practices are serving multilingual learners in Los Angeles County's high schools. This is the first of two research papers with IHE partners made possible through grant funding from Sobrato Philanthropies. We are currently submitting the initial IRB proposal and aim to have the paper published in Fall 2024.

Educator Mandated Supporter Capacity Building

GLA, LACOE and a coalition of other regional partners including the Department of Children and Family Services, Department of Mental Health, and Department of Social Services, are leading work to improve the mandated reporter process for educators. This work is aligned with new California policy reforms, reframing 'mandated reporters' as 'mandated supporters'. The W.M. Keck Foundation has committed \$475K to supporting the implementation of a Mandated Supporter training pilot in at least two school districts in LA County. The pilot will run over two years and be managed in partnership between GLA, LACOE, and aligned county agencies. The Anthony and Jeanne Pritzker Family Foundation have requested a proposal for additional support for the pilot for \$150K, which will be used to complement and leverage the W.M. Keck Foundation grant.

Arts Proposition 28 Implementation Support

LACOE, GLA and Los Angeles County Department of Arts and Culture (LADAC) have developed a holistic plan to ensure the successful implementation of Proposition 28 in the 80 districts and dozens of charter school LEAs in Los Angeles County. Together these partners have been providing technical assistance and professional development, coaching, facilitate district collaboration, develop new resources, and provide strategic communication. LACOE's Art Education CoP has been underway since September with a track for central LA school districts and another for rural LA school districts; it will conclude with an end of the year celebration at the Getty in May.



Board of Directors Meeting Calendar 2023-24

MEETING	DAY	DATE	TIME	LOCATION
FINANCE COMMITTEE	Thursday	Aug. 31, 2023	10 am - 11 am	Virtual
EXECUTIVE COMMITTEE	Thursday	Sept. 18, 2023	1:30 pm - 2:30 pm	Virtual
AUDIT COMMITTEE	Monday	Sept. 18, 2023	2:30 pm - 3:30 pm	LACOE EC-111, 9300 Imperial Hwy Downey 90242
BOARD OF DIRECTORS	Wednesday	Sept. 20, 2023	2:30 pm - 4:30 pm	LACOE Board Room, 9300 Imperial Hwy, Downey 90242
GOVERNANCE COMMITTEE	Wednesday	Oct. 25, 2023	2:30 pm - 3:30 pm	LACOE Board Room, 9300 Imperial Hwy, Downey 90242
EXECUTIVE COMMITTEE	Monday	Nov. 27, 2023	1:30 pm - 2:30 pm	LACOE Board Room, 9300 Imperial Hwy, Downey 90242
FINANCE COMMITTEE	Tuesday	Dec. 12, 2023	9 am - 10 am	Virtual
BOARD OF DIRECTORS	Wednesday	Dec. 20, 2023	1:30 am - 3:30 pm	LACOE Board Room, 9300 Imperial Hwy, Downey 90242
GOVERNANCE COMMITTEE	Wednesday	Jan. 17, 2024	2:30 pm - 3:30 pm	LACOE Board Room, 9300 Imperial Hwy, Downey 90242
EXECUTIVE COMMITTEE	Wednesday	Feb. 14, 2024	2:30 pm - 3:30 pm	LACOE Board Room, 9300 Imperial Hwy, Downey 90242
FINANCE COMMITTEE	Tuesday	Feb. 20, 2024	9 am - 10 am	LACOE Board Room, 9300 Imperial Hwy, Downey 90242
ANNUAL MEETING	Thursday	Feb. 29, 2024	Full Day	TBD
GOVERNANCE COMMITTEE	Wednesday	Mar. 20, 2024	2:30 pm - 3:30 pm	LACOE Board Room, 9300 Imperial Hwy, Downey 90242
FINANCE COMMITTEE	Tuesday	April 16, 2024	9 am - 10 am	LACOE Board Room, 9300 Imperial Hwy, Downey 90242



EXECUTIVE COMMITTEE	Wednesday	June 5, 2024	2:30 pm – 3:30 pm	LACOE Board Room, 9300 Imperial Hwy, Downey 90242
BOARD OF DIRECTORS	Wednesday	June 20, 2024	2:30 pm – 4:30 pm	LACOE, 9300 Imperial Hwy, Downey 90242
GOVERNANCE COMMITTEE	Wednesday	July 17, 2024	2:30 pm - 3:30 pm	LACOE Board Room, 9300 Imperial Hwy, Downey 90242