

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

717



**FROM:** County Executive Office

**SUBMITTAL DATE:**  
March 9, 2009

**SUBJECT:** Riverside County Children and Families Commission

**RECOMMENDED MOTION:** That the Board of Supervisors:

- 1) Receive and file the attached report.
- 2) Defer implementation of suggested alternatives until the outcome of the May 19, 2009 general election is known and First 5 Riverside has the opportunity to address the challenges identified in the BoardRoom Performance Group, Inc review.

**BACKGROUND:** See the attached report.

*Debra Cournoyer*

Debra Cournoyer, Principal Management Analyst

<b>FINANCIAL DATA</b>	Current F.Y. Total Cost:	\$ N/A	In Current Year Budget:	N/A
	Current F.Y. Net County Cost:	\$ N/A	Budget Adjustment:	N/A
	Annual Net County Cost:	\$ N/A	For Fiscal Year:	N/A

<b>SOURCE OF FUNDS:</b> N/A	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

**C.E.O. RECOMMENDATION:**

**APPROVE**

BY: *Gary M. Christmas*  
Gary M. Christmas

**County Executive Office Signature**

- Policy
- Consent
- Policy
- Consent

FORM APPROVED COUNTY COUNSEL  
BY: *Lucy Furuta* 3/9/09  
DATE  
Departmental Concurrence

TO: 01 MA 11  
DATE: 3/9/09  
TIME: 10:00 AM

**Prev. Agn. Ref.:** Jan.6, 2009 #2.2 | **District:** | **Agenda Number:**

**3.10**

Dep't Recomm.:

Per Exec. Ofc.:

County Executive Office  
Report to the Board of Supervisors  
Riverside County Children and Families Commission

Formation of Riverside County Children and Families First Commission

The Board of Supervisors (Board) established First 5 Riverside, also known as Riverside County Children and Families Commission (Commission) in 1999 under the provisions of the California Children and Families Act of 1998 found at Health and Safety Code section 130100 et seq (H&S Code). The Commission provides support for all children, prenatal through five years, and their families to improve early childhood development. Voters approved Proposition 10 in November 1998, which generates revenue from a tax on cigarettes that is used to promote the goals and objectives of local Children and Families Commissions.

Enabling Legislation

The H&S Code provides for the establishment of a commission as either a direct agency of the county, or as a legal public entity that is separate and independent from the county. In either case the local commission maintains independent authority over its strategic plan and local trust fund. The membership of the commission, is defined beginning with Code Section 130140(a)(1)(A) to be composed of the following: (i) Two members of the county commission shall be from among the county health officer and persons responsible for the management of the following county functions: children's services, public health services, behavioral health services, social services, and tobacco and other substance abuse prevention and treatment services. (ii) One member of the county commission shall be a member of the board of supervisors. (iii) The remaining members of the county commission shall be from among the persons described in clause (i) and persons from the following categories: recipients of project services included in the county strategic plan; educators specializing in early childhood development; representatives of local child care resources or referral agency, or a local child care coordinating group; representatives of a local organization for prevention or early intervention for families at risk; representatives of community-based organizations that have the goal of promoting nurturing and early childhood development; representatives of local school districts; and representatives of local medical, pediatric, or obstetric associations or societies.

Structure

The Board, as provided for in Riverside County Ordinance No. 784.8 (Ordinance), chose to establish an agency with independent authority and appointed nine members to serve on the commission. The membership conforms to the provisions of H&S Code and is composed of one member of the Board, the County Public Health Officer, the Director of the Department of Mental Health, and the Director of the Department of Social Services. The Board used its discretion and chose the five remaining members of the Commission from a list of those representing local government, education, and community based organization, all with a focus on early childhood development, education and families, as well as a member of the Riverside County Child Care Consortium Board of Directors.

As an alternative, some counties have chosen to establish Children and Families Commissions as a direct agency of the county. Information available from The First 5 Association of California indicates that statewide, 31 county commissions are structured as county agencies, 26 are independent public entities and one county has established a hybrid structure. Either structure may be problematic in that the very members required to serve on the commission are often the individuals with the most expertise, are the most involved in serving the prenatal to five year old population and may likely be eligible to apply for available funds.

Other differences found in commission structures include the number of members serving on the commission, which ranges from five to nine; the number of alternates approved to vote in the event of an abstention; and, the numbers of members representing county departments, which ranges from two to six.

#### Conflict of Interest of Members

Recently, issues regarding the perception of a conflict of interest have arisen with regard to contract awards. Members of the commission are required to comply with conflict of interest policy as per the requirements of Government Code Section 1090 and 1091.3 which was specifically enacted for the California Children and Families Commissions statewide. Section 1091.3(a) is noteworthy in that it specifically clarifies that a conflict of interest will exist for a commissioner on a contract or grant directly related to services provided by the commissioner, or to services provided by the entity the commissioner represents and the commissioner fails to recuse himself or herself. In addition, a county commission is required to adopt a conflict of interest policy in conformance with the H&S Code. A copy of the policy adopted by Riverside First 5 is included as Attachment A

#### Commission Effectiveness

Recently, First 5 Riverside engaged a consultant to prepare an organizational effectiveness review. BoardRoom Performance Group, Inc. presented their report to the Commission on February 25, 2009, a copy of which is included as Attachment B. The purpose of the report is to improve the effectiveness of the Commission in guiding the organization and providing clear direction to the executive director as well as a desire to identify areas of focus to strengthen First 5 Riverside.

BoardRoom Performance Group, Inc. identified several opportunities for improvement and recommended that teams be formed to take on the challenges by exploring all aspects of the issues, answering key questions, addressing areas of disagreement and gaining support to take appropriate action. The five focus areas include overall performance, leadership, resources, governance and community support. Each team is composed of stakeholders from the commission, advisory committee and First 5 Riverside staff members. A 90 day time frame was established to explore the issues and the teams will report on their progress at the next monthly meeting of the Commission.

#### External Concerns

The state's current fiscal crisis jeopardizes funding available to the state and local First 5 Commissions. A ballot measure has been proposed for May 19, 2009, asking voters to consider that a portion of the reserves deposited in the California Children and Families Trust Fund be transferred to the state for

expenditure on state-operated health and human services programs. The bill also provides for funds to be transferred annually, for the next five years, from state and county commissions to backfill for state general fund support in certain health and human services programs administered by the state. If approved, this would have a significant impact on funds available to First 5 Riverside.

#### Alternatives

The Board may choose to restructure the commission and implement any or all of the alternatives identified below.

The Board has discretion to change the membership of the current Commission in the following areas: 1) membership of county representatives other than the

County health officer and the member representing the board of supervisors; and, 2) the membership of the non-county members provided it is in accordance with those listed in the H&S Code.

Currently, the Ordinance only allows for the appointment of an alternate for the Board of Supervisors member on the Commission. The Commission has discretion to approve and appoint alternates for the other members. The

Ordinance may be revised, similar to Sacramento County's ordinance, and increase the number of alternates and allow the Board to appoint the alternates for each commission member.

The Board may choose to request a legal opinion from the Fair Political Practices Commission regarding conflict of interest concerns. Government Code Section 1031.3 does not clearly address the situation where the member of the Board is appointed to the Commission in and Ex-Officio capacity, and whether the Board appointee has a conflict of interest on matters before the Commission regarding funding to county departments.

The Board may consider requesting legislation similar to that of a Local Agency Formation Commission (LAFCO) to address the potential conflict of interest which provides that a member of LAFCO may vote on a matter which affects the member's city or district without it being considered a conflict of interest.

Finally, the Board may take the steps necessary to dissolve the Commission and reestablish it as a county agency as provided for in the Commission's bylaws. A copy of the bylaws are included as Attachment C.

#### RECOMMENDATION:

It is recommended that the Board delay implementation of any of the suggested alternatives until the outcome of the May 19, 2009 general election is known and until the Commission has the opportunity to address the challenges identified in the BoardRoom Performance Group, Inc review, develop an implementation plan and report back to the Board on steps they are taking to become a more effective organization.



A public entity funded from Proposition 10 tobacco tax funds

## **CONFLICT OF INTEREST POLICY**

SUBJECT: Conflict of Interest

### **Part I. PURPOSE:**

To facilitate compliance with Health and Safety Code §130140(d)(4)(A) requiring the county commission to adopt, in a public hearing, conflict of interest policies that are consistent with state and local law.

### **Part II. STATEMENT OF POLICY**

It is the policy of the Commission and Staff to take all reasonable steps to avoid actual conflicts of interest, as well as the appearance of conflicts of interests. The Commission and staff will comply with all State and Local law regarding conflict of interest of Commission members and staff.

### **Part III. CONFLICT OF INTEREST CODE AND FILINGS**

The Riverside County Children and Families Commission has adopted a conflict of interest code, consisting of the following documents:

1. The standard conflict of interest code of the Fair Political Practices Commission (FPPC), found at Title 2, CCR, section 18730, as may be amended from time to time.
2. The Appendix of Disclosure Categories, which is the same as the categories found in the Conflict of Interest Code for Riverside County.
3. The Appendix of Agency Designated Officials And Employees And Disclosure Category Requirements. This Appendix includes the members of the Commission, the Executive Director, and the Deputy Director of the Commission.

Form 700 filing. All individuals listed as designated officials and employees on the Appendix to the Conflict of Interest Code shall file the Form 700, of the FPPC, when assuming office, annually thereafter, and when leaving office as required by regulation.

Consultants to the Commission are also listed on the Appendix to the Conflict of Interest code. If the consultant's scopes of duties are limited and do not pose a conflict, the Executive Director may determine that filing of the Form 700 is not required.

The Commission shall continue to have a conflict of interest code in effect at all times.

#### **Part IV. DECLARATION OF CONFLICTS AT COMMISSION MEETINGS**

A. Every member of the Commission is obligated to declare a conflict of interest on any item that comes before the Commission for consideration if they have a financial interest as defined by applicable law. Generally this translates to receipt of financial remuneration by the Commission member from the entity who is the subject matter of the item before the Commission. This can mean:

1. Salary from the entity received by the Commissioner, a member of their family or,
2. In some instances grants and/or gifts.

B. Additionally Commissioners are prohibited from participating in discussions or decision making on items where they may have participated in the formation of the request to the Commission. (i.e., when a department head, who is a Commissioner, has a matter before the Commission for approval with the department he or direct). Commissioners must declare their conflicts for the record before the matter is discussed and may only participate in the discussion of these matters by recognition by the Chair.

C. In instances where the declaration of conflicts results in an insufficient number of Commissioners remaining to constitute a quorum of the Commission, applicable law allows for the votes of Commissioners to be reactivated pursuant to the Rule of Necessity in the amount sufficient to satisfy the quorum. At these times, legal counsel determines how many votes are reactivated. Votes reactivated under this process are announced and those Commissioners may then vote. This process and the result are to be reflected in the meeting minutes.

The reactivation of the necessary votes does not guarantee passage or defeat of a particular item. It simply means that the Commission member may vote on the matter in the manner he or she chooses.

## **Part V. ELECTED OFFICIALS AND DONATIONS**

Commission members who are elected officials have additional prohibition on their ability to participated in the discussion and decision making process regarding entities and/or individuals who have contributed to their campaigns.

To ensure that the elected officials who are Commission members are not participating in discussion improperly, there is a standard notice on the agenda of the Commission meetings and on the form required to be completed by any member of the public wishing to address the Commission requiring disclosure of any contribution to any Commission member in an amount over \$250.00. The declaration of conflict under these circumstances must also be made by the Commissioner before the matter is considered for discussion and/or formal action by the Commission.

## **Part VI. ADDITIONAL CONSIDERATIONS FOR CONFLICT OF INTEREST CONCERNS**

The Commission has adopted other policies and procedures related to conflict of interest concerns. These include the adoption of the Outside Employment Guidelines, and the policy on the Disqualification of Former Officers and Employees from Representation.

The Outside Employment Guidelines requires that approval be obtained for outside employment by Commission staff so that no conflicts of interest are created by such activities. The policy of the Disqualification of Former Officers and Employees from Representation imposes a one (1) year waiting period after leaving the Commission, on former officers and employees from any activities where they would advocate for another entity before the Commission.

Without limiting the foregoing, it shall further be the policy of the Commission that prior to action on any items any meeting of the Board of the Commission, the Secretary (or other person shall ask Commissioners to declare any applicable conflicts of interest and any declared conflicts will be reflected in the minutes of the Board, and that Board members shall engage in periodic training regarding conflict of interest, not less than annually.

# Attachment B

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# Organizational Effectiveness Review



Final Report Presented

February 25, 2009



BOARDROOM  
PERFORMANCE  
GROUP

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## Background

### First 5 Riverside

First 5 Riverside, the Riverside County Children & Families Commission, is a public entity funded by Proposition 10 tobacco tax revenues and established by the County Board of Supervisors in 1999. First 5 Riverside provides funding of education, health and child care services that help families and children through age 5 develop a strong foundation for success in school and throughout their lives.

**Vision:** All children in Riverside County are healthy and thrive in supportive, nurturing, and loving environments and enter school ready to learn and embrace lifelong learning

**Mission:** First 5 Riverside invests in partnerships that deliver results in these areas: physical health, social-emotional health, cognitive development, a stable home environment, and ready schools.

### BoardRoom Performance Group, Inc.

BoardRoom Performance Group, Inc. helps boards, executive teams, organizations and stakeholders maximize their effectiveness through assessment, benchmarking and the execution of performance solutions. Appraising a board's performance will clarify the individual and collective roles and arm the leaders with the knowledge and practices to become more effective and ultimately enhance stakeholder value.

CEO Larry Cabaldon has over twenty years of experience improving individual and collective performance, turnaround management and executive/board effectiveness assessment. Larry's experience includes executive search as EVP of DHR International; VP Human Resources of Executive Search Coopers & Lybrand; Member of Forum for Corporate Directors, board/executive resource for the California Bankers and Western Independent Bankers Association.

EVP Patti Larson has fifteen years leading organizational strategic turnaround, driving operational growth management and accelerating company revenues through expanding market share and process efficiencies over large multi-site and cross-functional sales operations. Patti works with business owners and executives on leadership development and building a strategic platform to move their business forward.

### Why Organizational Effectiveness Review ?

The Commission authorized an Organizational Effectiveness Review to improve the effectiveness of the board in guiding the organization and providing clear direction to the Executive Director. Additionally, they desire to identify areas of focus in order to strengthen the First 5 Riverside organization.

With multiple points of influence including the Public, the State, County Supervisors, Employees, the Commissioners and the Advisory Committee all under compliance guidelines set forth in the Brown Act, First 5 faces challenges with managing and executing on the vision of the organization. This organizational effectiveness review will deliver key insights and recommendations to assist the organization in moving forward.

A critical role of the Commission is to lead and support good governance i.e., independence, transparency, fiduciary duties, clear roles, accountability and stewardship. The review will uncover any areas which need strengthening.

# Organizational Effectiveness Review Process

Today, more and more leaders must deal with new state and government regulations, growth, increased competition, technological developments, and a changing workforce. Assessing organizational effectiveness will provide First 5 Riverside with critical insights on performance and uncover key areas of focus in order to improve value to the stakeholder. Optimizing effectiveness of an organization requires assessment and transparency at the highest leadership level in order to develop strategic areas of improvement.

## Personnel Involved:

- Commissioners
- Staff Administration
- County Supervisors
- Advisory Committee
- Public

*"BoardRoom Performance Group is committed to gathering the collective feedback of all stakeholders to ensure complete support to move forward."*

## Review Process:

### Phase 1: Personal Interviews

BoardRoom Performance Group, Inc. conducted two hour personal interviews with all Commissioners, Staff Administration and the Chair of the Advisory Committee and also conducted a group session with the Advisory Committee. Interviews provided individual feedback and perceptions of organizational challenges.

### Phase 2: Online Assessment

All participants were invited to take an on-line assessment including 68 qualitative questions within eight effectiveness disciplines. Assessment provides an overall summary that includes an overall Strategic Performance Index and perceived capabilities and constraints. The assessment also provided additional situational information from the respondents.

### Areas of focus for the online assessment include:

- Board Composition
- Board and CEO Collaboration
- Board and CEO Effectiveness
- Board Committees
- Strategic Planning
- Board Information
- Board Procedures
- Board Interaction

### Phase 3: Meeting Involvement

Boardroom Performance Group observed and participated in several Commission meetings to identify inter-workings and effectiveness of evaluating groups.

### Phase 4: Compilation of Insights and Findings & Statement of Challenges and Recommendations

All report findings and insights are a compilation of the on-line assessment results, interview feedback as well as our professional and objective opinions from attending Committee meetings and sessions. The insights and findings and leading recommendations to the Commission and the Public are presented herein and via formal presentation on February 25, 2009.

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## Challenge 1: Raising the Bar on Performance

As the guiding coalition of First 5 Riverside, all leaders are responsible to carry out the organization's mission and ultimately maximize value to stakeholders. The primary goal of this organization is to get the money out to the children through programs with the greatest impact. The perceived organization and leadership inefficiencies are a direct reflection on the Commission and indicate a lack of cohesion and ability to work together for optimal performance.

### Insights and Findings:

- Total Strategic Performance Index of 66%
- Board and CEO effectiveness rated 71%
- The strategic plan was created by the members to set performance measures and goals, the plan does not seem to be fully utilized as a guide nor has the plan been updated to reflect current metrics
- Childcare has been identified as one of the three areas of highest value to the County of Riverside however, the current ratings reveal less than adequate performance
- The overrun meetings, a lack of adherence to agendas and the inability to resolve issues addressed therein indicate room for improvement to enhance meeting quality, preparedness, attendance and reporting
- The assessment results indicate that there minimal or no existing committees/workgroups established to address areas of focus
- Commission members are highly involved in multiple activities resulting in difficulty in coordinating meeting schedules and performance
- 50% of the members are new and the other half have been involved with the program for years creating a difference in perception of roles and responsibilities
- 67% participation of on-line assessment

*Effective collaboration, planning, focus and clear expectations combined with the existing commitment will support the achievement of our Performance goals*

### Overview of Recommendations:

It is apparent that there is a tremendous level of talent and competency in the leadership of First 5 Riverside. We recommend tapping this individual and collective IQ by developing focused agendas, clearly communicated expectations and appropriate systems to resolve issues and enhance opportunities to drive performance forward.

This organization needs a performance platform for the commission to develop, manage and report on an effective strategic plan; an infrastructure for communications and collaboration and a system for critical focus on key issues such as the turnaround of childcare performance.

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## Challenge 2: Maximize Effective Distribution of Resources

The mission of this organization signifies the desire to effectively evaluate, distribute and manage the monies for the highest use of the development of children in Riverside County. The perception of excess dollars remaining in reserve fund and the lack of smart allocation for childcare services represents ineffective distribution. The challenge then is to create a balance of speed, fairness, prudent decisions and effective allocation to the programs with the highest impact for the children.

### Insights & Findings:

- The organization has been accused of "hoarding" the funds and not distributing in a timely manner
- Based upon the existing financial crisis the State of California is facing there are mounting pressures to reduce funding
- Over the last year, the Commission has an improved grasp of resources and how they are being utilized
- Successful implementation of one-time-only RFPs to expedite dispersing of funds
- The interviews revealed a lack of focus and accountability to tracking and publishing program Outcomes
- Concerns were expressed about the existing Outcomes Management System being ineffective, slow and inaccurate
- Stakeholders shared that there is a lack of communication to the public disclosing the use of funds and allocations. Allocations currently reflect 50% for sustainability and 50% funds allocation for First5 activity (perceived as an ineffective distribution)
- During interviews there were indications of an unequal allocation of funds provided amongst large entities and smaller community programs

### Overview of Recommendations:

If we can all agree on the common mission to maximize the highest and best use for the greatest impact to the children, can we not develop a system to ensure effective allocation and distribution of resources?

There needs to be a system developed to strengthen the existing process of allocation of financial resources to include: evaluation for prudent decisions, the management of greatest impact, fair allocation of resources, a balanced sustainable platform and an expedient flow of monies for the development of the children.

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## Challenge 3: Improve Governance

One critical role of the Commission of First 5 is to lead and support good governance i.e., independence, transparency, fiduciary duties, clear roles and accountability and stewardship.

Good governance requires clear and transparent communication of the right information to all stakeholders.

### Insights & Findings:

- Due to the mandate of composition and structure of the Commission, there are significant perceived conflicts of interest
- More than 50% of funds are allocated to Commission departments
- While attending Commission meetings, we witnessed that the process for voting on key issues is convoluted because those who have conflict of interest must abstain resulting in an ineffective outcome
- Due to the Brown Act, commissioners have restricted communication/interaction to resolve concerns and issues
- The Advisory Committee has a direct link to the Board of Supervisors
- Many stakeholders have expressed concern for Conflict of Interest and problems as to who and how the money is allocated

*"BoardRoom Performance Group understands good governance requires sound leadership. There are significant dynamics amongst board members and leadership is critical for performance."*

### Overview of Recommendations:

The appropriation and allocation of funds is a complex initiative and requires that all parties involved be objective. Clear communications and total transparency are imperative for sound decision making. We recommend a system be put in place to ensure full disclosure throughout the process.

The current composition of the board requires roles to be filled by county department heads resulting in a perceived lack of objectivity, with regards to decision making and allocation of funds. Over 50% of current Commission members receive funding. Consequently, there has been a perceived lack of appropriate distribution of the monies. The board composition and structure needs to be reevaluated and reorganized to alleviate any potential conflict of interest.

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## Challenge 4: Enhance Leadership Effectiveness

The leadership of this organization consists of highly competent, diverse, experienced and talented members with a tremendous passion for the children of Riverside. The challenge is to tap this individual talent while developing key areas for collaboration to ensure cohesive direction.

The First 5 leadership team lacks defined roles and responsibilities, expectations and consistent performance evaluation which has caused an unclear and disconnected effort to serve the community.

### Insights & Findings:

- The review process has revealed that the Advisory Committee, Commission and staff administration would benefit from a clarification of roles, expectations and responsibilities
- The CEO and Commission's effectiveness are rated at 71%
- Assessment results indicated that the Commission does not feel recognized for their efforts to First 5
- There is no succession plan for the CEO, Chairman or Commission
- Currently little or no development plan for the Commission, CEO or Staff Administration
- The assessment comments indicated there is a need for clear direction and specific communication between the CEO and the Commission
- The team does not have a consistent performance evaluation process
- Ultimately, the interview findings, meetings attendance and the online assessment results point to a lack of cohesion between the leadership entities (Advisory Committee, the CEO and the Commission)

### Overview of Recommendations:

All groups of leaders need to clearly define the expectations, roles and responsibilities for the Commission, Advisory Committee and the staff administration.

A process for consistent evaluation and recognition of leadership performance needs to be implemented at all levels of the First 5 Leadership team. The leadership team needs further development and effectiveness performance monikers to drive the team forward.

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## Challenge 5: Bolster Community Engagement

The community of Riverside plays an instrumental role in the success of First 5. As a multi-interest group of stakeholders, their clear understanding of the value, support for community programs and recognition of the First 5 contribution is critical. Due to unclear expectations, weak communication and ineffective resolution to perceived problems, there is weakened support by the community. The organization will not move forward without addressing this perception and identifying the inter-workings to overcome this challenge.

### Insights & Findings:

- Interviewees expressed concerns that there is not enough communication to the public about the positive results of First 5 Riverside
- Existing communications do not extend beyond the City of Riverside and there's a need to extend communications out to all cities in Riverside County
- Expectations, mission, goals, capacity and results are not being shared with the public resulting in a decrease in stakeholder buy-in
- First 5 stakeholders appear to be divided during open session meetings which are visible to the public
- During meeting attendance it appeared that the community does not see a streamlined decision making process to include well-researched and clearly executed action steps
- Interview participants communicated a desire for the Commission and staff administration to be more active and visible in the community enhancing the relationship with the public

### Overview of Recommendations:

The First 5 leadership team needs to recognize the critical importance of the community's involvement by communicating clear expectations and bringing visibility to measured results.

There needs to be an increased involvement by First 5 for visiting and engaging with the funded programs and creating exposure and public awareness of First 5's involvement with each.

First 5 needs a strong public relations campaign in order to gain respect for being a reputable and valuable organization. Establishing rapport with the community will strengthen the organization and the risk of reallocation of funds by the state will be diminished significantly.

*Improve your public relations and become recognized for the incredible contribution you're making to Riverside County.*

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## Tiger Team Guidelines

### The Tiger Team Challenge

We've just completed the organizational effectiveness review, herein, and throughout this process it was revealed to us that there is tremendous leadership talent in this organization. This presents a significant opportunity for this organization, to collectively utilize these talents to strategically overcome the challenges discussed throughout this report. Currently, there are few or no committees, focus groups or working groups established to attack the issues at hand. The Commission, Staff and Advisory Committees have functioned separately, however, not together as a focused team on specific challenging issues. Today it is key that all stakeholders work together to insure that First 5 survives and prospers. The quality, focus and urgency of the tiger teams will help insure the future of First 5.

As you are well aware, these are difficult economic times and the State of California is pressing in and considering re-allocation of the funds we receive to support the children of Riverside County under the age of 5. Thus, it is imperative that we act quickly and are asking you to pull together as TIGER TEAMS to protect these precious resources for the children.

You've been selected to lead the charge in maximizing the effectiveness of this organization, and we are looking to you for your expertise, input and commitment to overcome the challenges First 5 Riverside is facing. Below are proposed guidelines to support you in facilitation of these groups:

#### Tiger Team Guidelines:

1. Assign leaders committed to the challenge result
2. Review challenge with the team
3. Gather individual recommendations
4. Set collaboration schedule
5. Create a specific action plan and set benchmarks
6. Research options/vehicles
7. Assign individual tasks to team members
8. Review and report on status and results at each meeting

*Tiger teams take on the challenge of getting a major task accomplished by exploring all aspects of the issues, answering key questions, addressing areas of disagreement and gaining support to take appropriate action.*

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## Tiger Team: Performance

### Tiger Team Goals:

- 1.
- 2.
- 3.
- 4.
- 5.

### Collective Tiger Team Recommendations:

- 1.
- 2.
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- 4.
- 5.
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- 9.
- 10.

### Tiger Team Initiatives

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

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## Tiger Team: Distribution of Resources

### Tiger Team Goals:

- 1.
- 2.
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- 4.
- 5.

### Collective Tiger Team Recommendations:

- 1.
- 2.
- 3.
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- 10.

### Tiger Team Initiatives

- 1.
- 2.
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- 6.
- 7.

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## Tiger Team: Governance

### Tiger Team Goals:

- 1.
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- 5.

### Collective Tiger Team Recommendations:

- 1.
- 2.
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### Tiger Team Initiatives

- 1.
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## Tiger Team: Leadership

### Tiger Team Goals:

- 1.
- 2.
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### Collective Tiger Team Recommendations:

- 1.
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### Tiger Team Initiatives

- 1.
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## Tiger Team: Community Engagement

### Tiger Team Goals:

- 1.
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### Collective Tiger Team Recommendations:

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- 2.
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### Tiger Team Initiatives

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## Appendix "A"

### Online Survey Results

- Commissioners
- Executive Director
- Staff Administration
- Advisory Committee



**This Report Contains...**

**1. THE QUADBOARD BOARD EFFECTIVENESS MODEL**

**2. METHODOLOGY:** How to use the QuadBoard Assessment Report to get the most benefit.

**3. QUADRED REPORT CARD™:** A 1-page summary that includes your overall Strategic Performance Index (SPI) and your perceived capabilities and constraints.

**4. DEGREE OF IMPACT RESULTS:** Identifies your High-Impact/High Performance ("Green Zone") and High Impact/Low Performance ("Red Zone") areas.

**5. PERFORMANCE COMPARISONS:** A comparison of your perception of your effectiveness in the 8 board disciplines with those of the other evaluating groups.

**6. STATEMENT FREQUENCY RESPONSES:** Shows the degree of consensus or polarity of responses to each statement.

**7. COMMENTS:** Provides additional anecdotal or situational information from the respondents.

**The QuadBoard Effectiveness Model**

**Standard**

**Board Composition**

**Board Interaction**

**CEO Compensation/Overnight**

**Board Information**

**Strategic Planning**

**Board Committees**

**Board Procedures**

**Board & CEO Effectiveness**

**Personal Development Objectives**

1. Identify performance issues that impede Board effectiveness.
2. Pay particular attention to your High-Impact/Low-Performance.
3. Prioritize your performance improvement goals.
4. Determine the steps (action items) that are necessary to positively impact the overall effectiveness of your Board.
5. Create a Board Effectiveness Improvement Plan.
6. Execute your plan.



**BOARDROOM  
PERFORMANCE  
GROUP**

The assessment you completed compared your Board's performance against Board Effectiveness best practices. Each best practice statement in the assessment was formatted on a 6-point interval scale. Responses could range from "Strongly Agree" to "Strongly Disagree". Participants could also select a "Don't Know" or "Not Applicable" response. Responses from all participants have been aggregated, resulting in performance mean scores presented in this report. Mean scores relating to the six-point scale have been converted into percentages. "Don't Know" or "Not Applicable" responses are not factored into the mean scores.

**How to use this report:**

1. Review the Degree of Impact Quadrants to understand:
  - (a). How the participants prioritized each of the elements in the assessment.
  - (b). How they rated the performance of these elements.
2. Review the Performance Comparison spidergrams to compare the perceptions of your current Board performance among all evaluating groups (if there are more than one).
3. Use the Statement Frequency Responses to see how participants individually rated performance, particularly in the high-impact areas. Is there centrality or polarity?
4. Use the Comments section to obtain more elaboration from the respondents regarding high or low performing areas.
5. Identify and prioritize your key performance improvement opportunities.
6. Develop a performance improvement plan.
7. Execute your plan. (Provide Status updates to your Board Members and other key constituencies.)
8. Take the assessment again in approximately 9 to 12 months to determine performance progress in targeted improvement areas.

**This report is designed to reflect:**

1. **Priorities:** The performance areas the participants have identified as having the greatest impact on the organization's success.
2. **Performance:** The participant's perception of the Board's current performance.
3. **Comparison:** How the Board performance compares between all evaluating groups.
4. **Consensus:** The level of agreement or disagreement that exists among the Board Members regarding performance in key areas.

**Your Strategic Performance Index™:**

**66**

**Your Prior Year SPI™:**

**N/A**

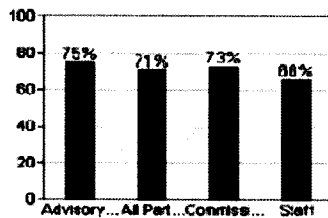
**Capabilities**

All Participants	
Board & CEO Collaboration	72%
Strategic Planning	77%
Board Composition	74%

**Constraints**

All Participants	
Board and CEO Effectiveness	71%

**QuadRed Benchmark SPI Comparisons**



Total Distribution: 16  
Percentage: 100%

Total Participants: 16

**Capabilities and Constraints Definitions**

Capabilities are defined as those service categories that are view as "high-impact" (important to the customer) and "High-Performing" (generally perceived as satisfactory performance).

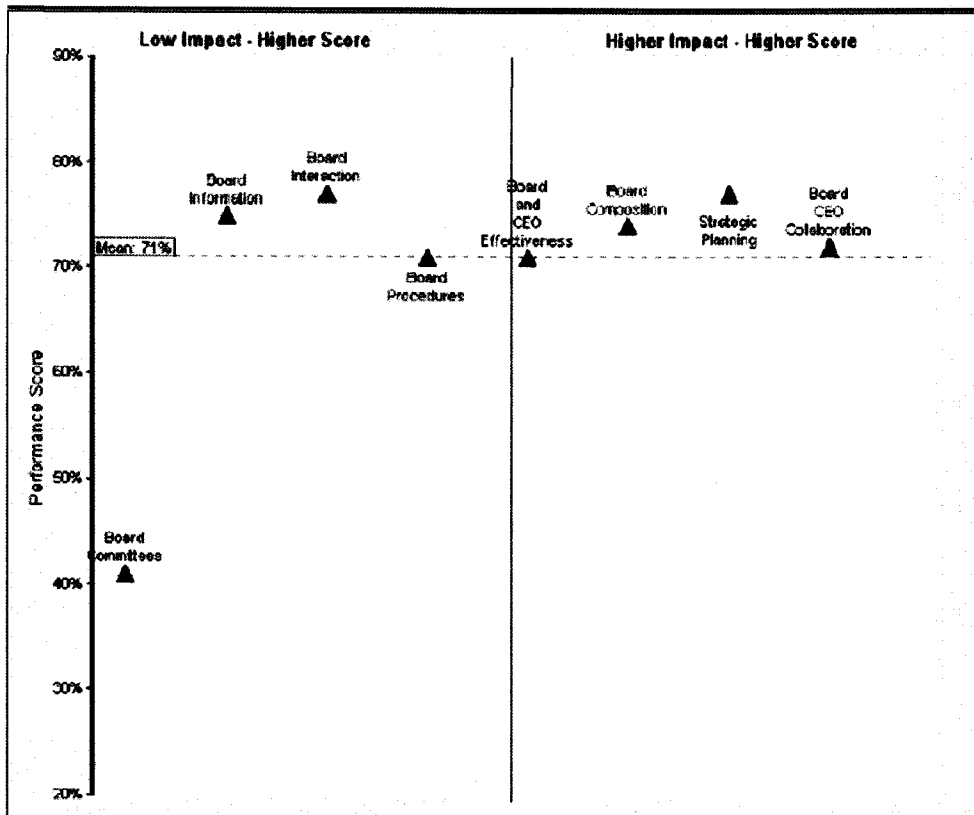
Constraints are defined as those service categories that are view as "High-Impact" (important to the customer) and "Low-Performing" (generally perceived as less satisfactory performance).

Group Name	Participants
Staff	7
Advisory Group	4
Commissioner	5

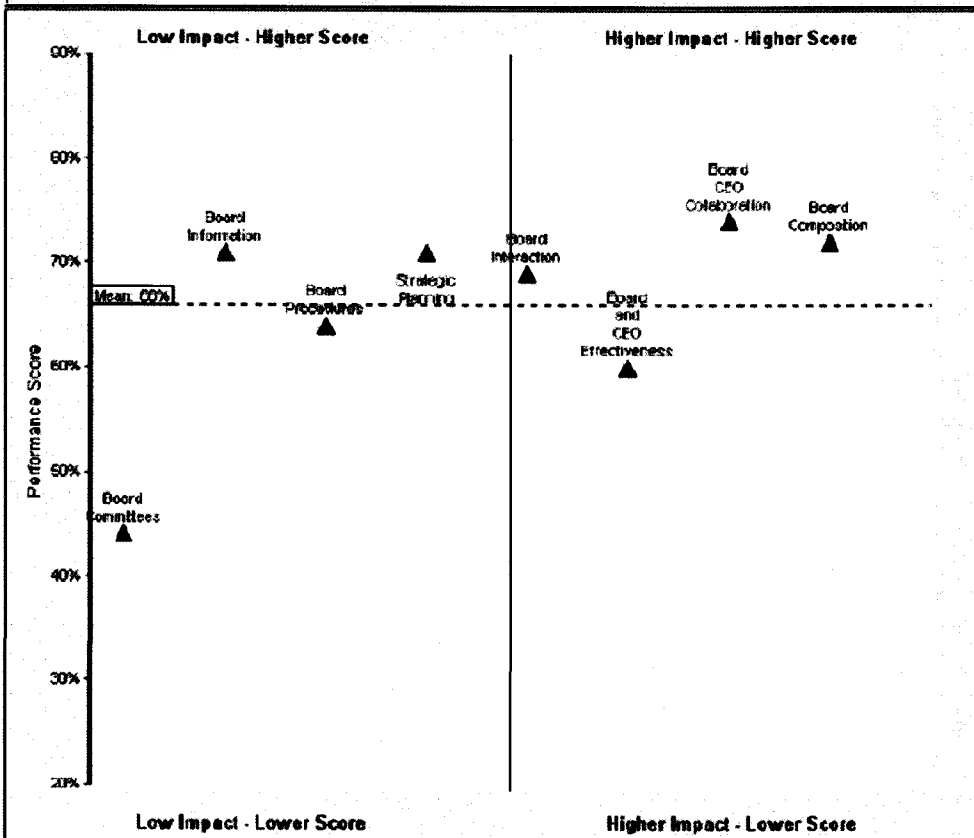


**BOARDROOM  
PERFORMANCE  
GROUP**

# Board Statements—Degree of Impact Results

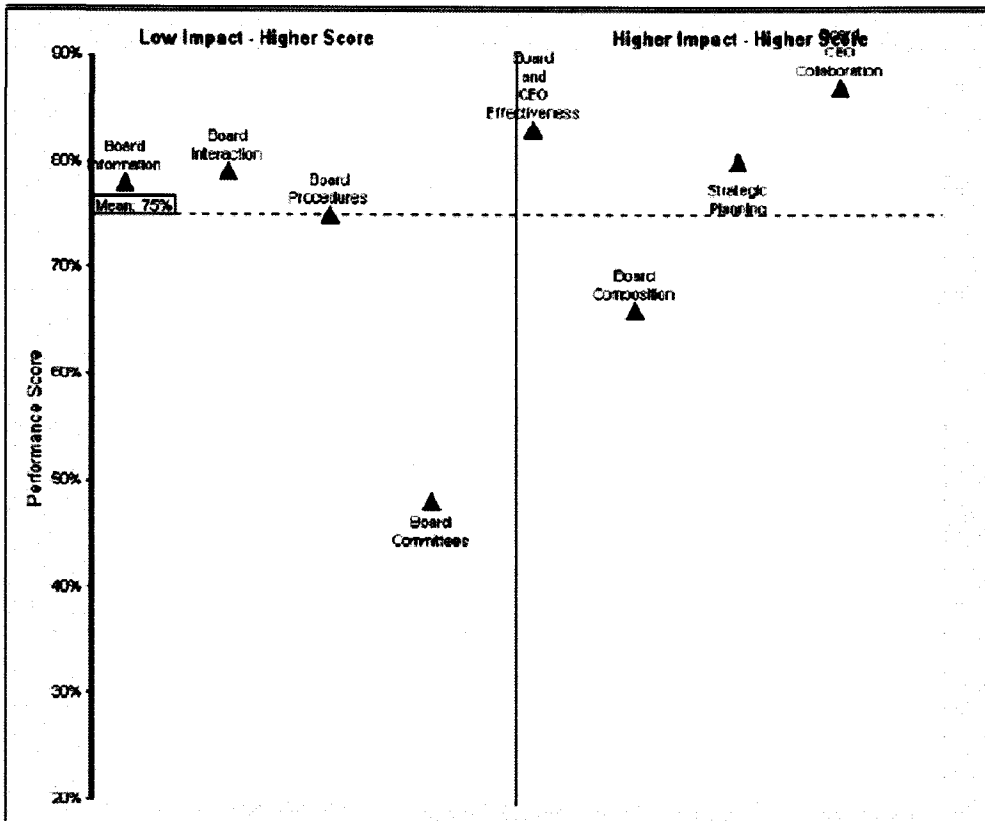


No	Category	Impact	Score
1	Board and CEO Collaboration	High	72%
2	Strategic Planning	High	77%
3	Board Composition	High	70%
4	Board and CEO Effectiveness	High	71%
5	Board Procedures	Med	73%
6	Board Interaction	Med	77%
7	Board Information	Low	75%
8	Board Committees	Low	41%

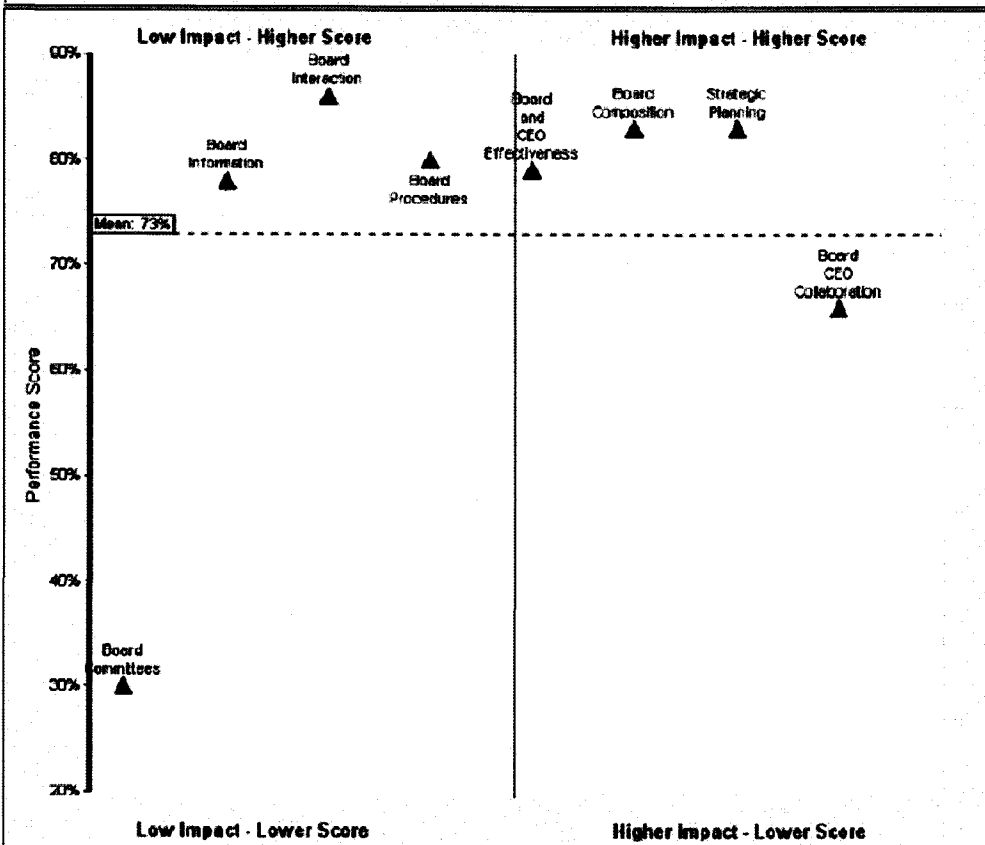


No	Category	Impact	Score
1	Board and CEO Collaboration	High	74%
2	Board and CEO Effectiveness	High	66%
3	Board Composition	High	71%
4	Board Interaction	Med	69%
5	Board Procedures	Med	64%
6	Board Information	Low	73%
7	Board Committees	Low	44%

# Board Statements—Degree of Impact Results

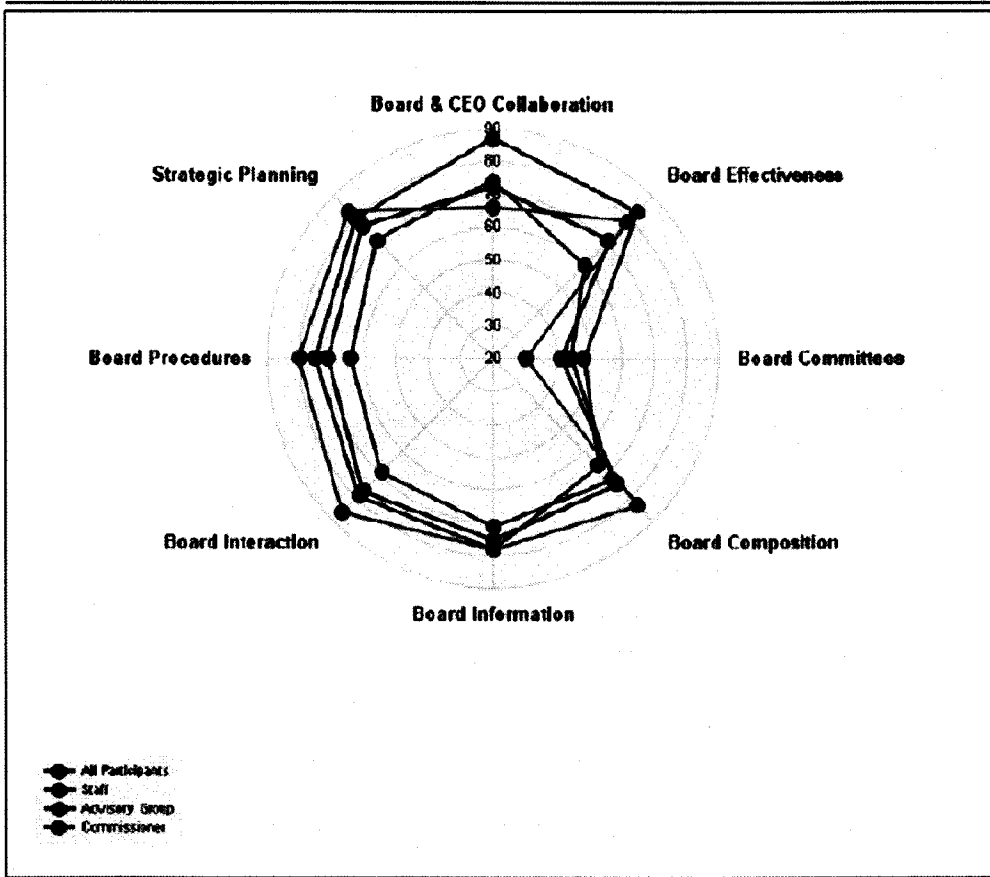


No.	Category	Impact	Score
1	Board Committees	Low	48%
2	Strategic Planning	High	80%
3	Board Composition	Med	68%
4	Board and CEO Effectiveness	Med	83%
5	Board Procedures	Med	75%
6	Board Procedures	Med	75%
7	Board Information	Low	78%
8	Board Information	Low	78%

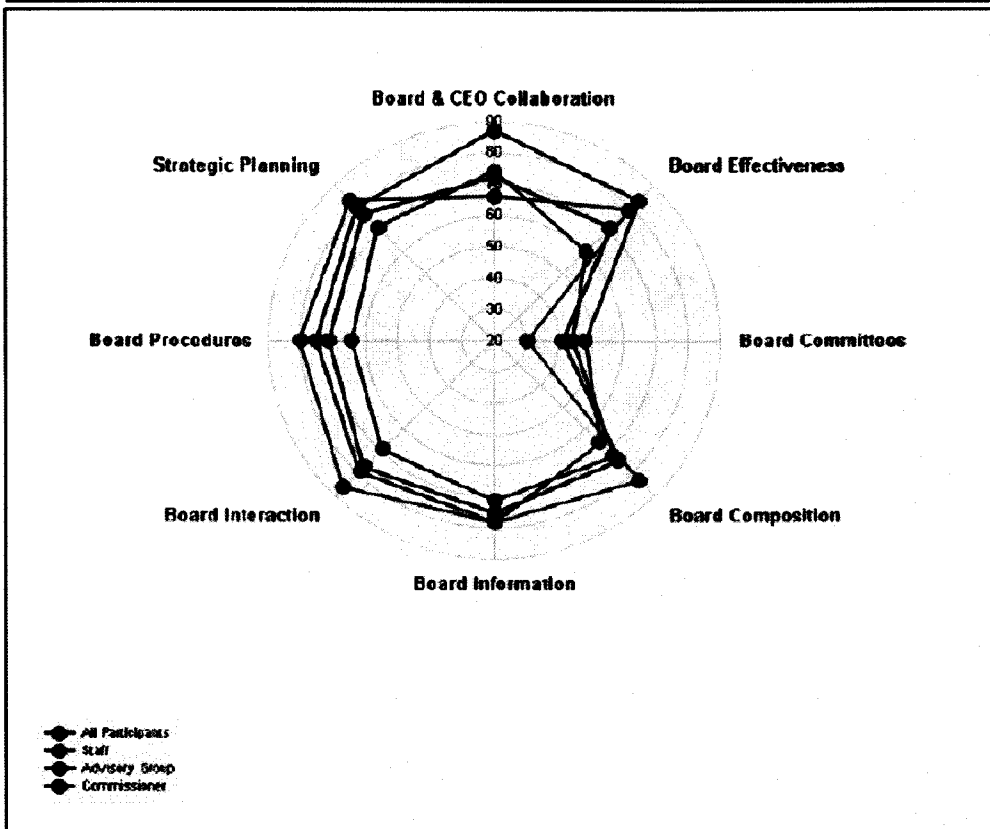


No.	Category	Impact	Score
1	Board Committees	Low	30%
2	Strategic Planning	High	83%
3	Board Composition	Med	68%
4	Board and CEO Effectiveness	High	79%
5	Board Interaction	Med	80%
6	Board Interaction	Med	80%
7	Board Information	Low	78%
8	Board Committees	Low	30%

# Board Statements—Performance Comparison

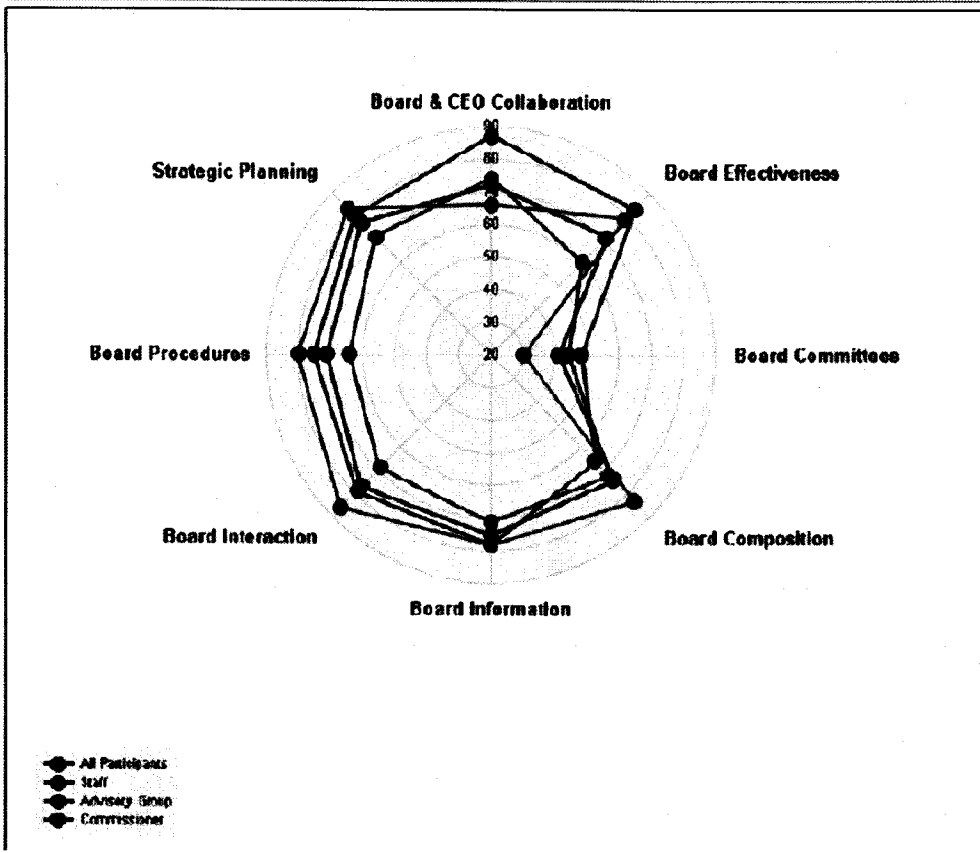


Category	Score
Board & CEO Collaboration	72%
Strategic Planning	77%
Board Effectiveness	74%
Board and CEO Effectiveness	71%
Board Procedures	75%
Board Interaction	77%
Board Information	78%
Board Committees	41%

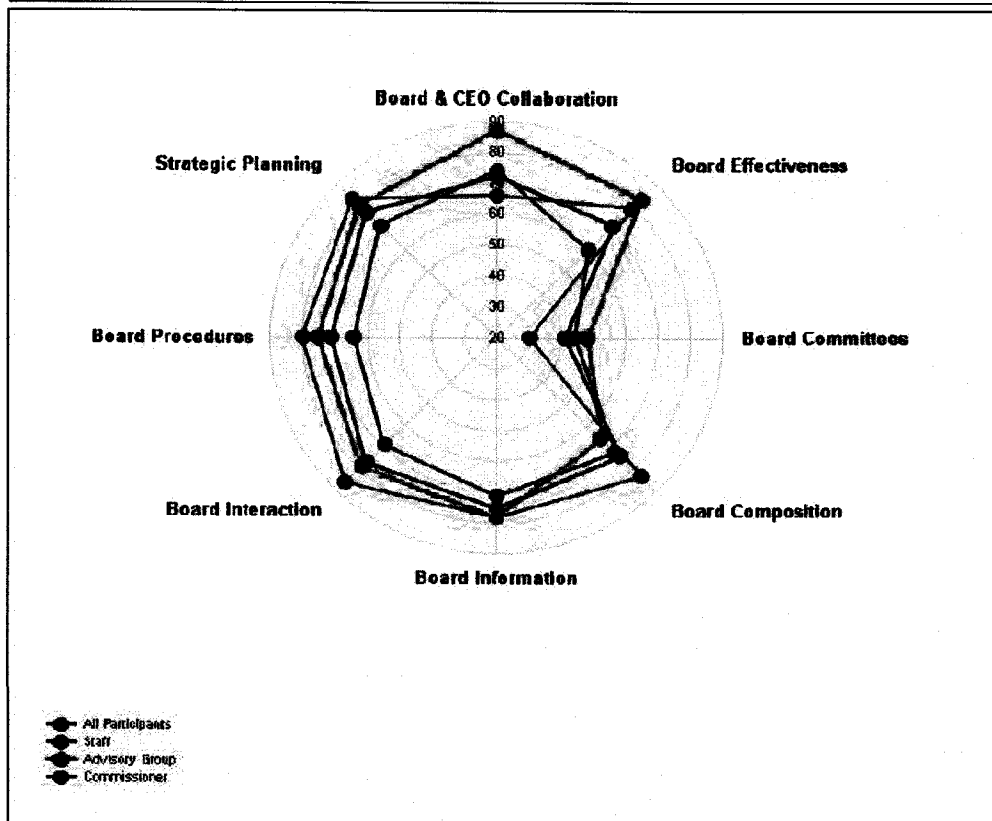


Category	Score
Board & CEO Collaboration	72%
Strategic Planning	80%
Board Effectiveness	74%
Board and CEO Effectiveness	83%
Board Procedures	75%
Board Information	78%

# Board Statements—Performance Comparison



Category	Score
Board Committees	44%
Board & CEO Collaboration	74%
Board and CEO Effectiveness	80%
Board Interaction	86%
Strategic Planning	73%
Board Procedures	84%
Board Information	73%



Category	Score
Board Committees	30%
Strategic Planning	83%
Board and CEO Effectiveness	78%
Board Interaction	86%
Board Information	73%

# Board Statements—Performance Scores

9. A

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

Board Composition		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
1 We have identified the necessary skills and knowledge we must have on the Commission.	All	16	0%	0%	0%	0%	0%	19%	44%	19%	63%	81%	14			
	Staff	7	0%	0%	0%	0%	14%	14%	43%	29%	71%	81%	17	Staff	71%	18
	Advisory Group	4	0%	25%	0%	0%	0%	25%	25%	25%	50%	83%	16			
	Commissioner	5	20%	0%	0%	0%	0%	20%	60%	0%	60%	79%	8	Commissioner	60%	14
2 The Commission currently has the appropriate mix of skills and experience.	All	16	0%	0%	0%	13%	0%	19%	44%	18%	63%	77%	20			
	Staff	7	0%	0%	0%	14%	0%	43%	43%	0%	43%	69%	17			
	Advisory Group	4	0%	25%	0%	25%	0%	0%	25%	25%	50%	72%	34			
	Commissioner	5	0%	0%	0%	0%	0%	0%	60%	40%	100%	80%	9			
3 The Commission currently has the appropriate mix of Commissioners from stakeholder segments.	All	16	0%	0%	0%	0%	0%	25%	31%	25%	56%	77%	22			
	Staff	7	0%	0%	0%	0%	0%	43%	57%	0%	57%	76%	8			
	Advisory Group	4	0%	25%	25%	0%	0%	25%	0%	25%	25%	61%	41			
	Commissioner	5	0%	0%	0%	0%	20%	0%	20%	60%	80%	87%	21			
4 When selecting new Commissioners, we recruit the most talented individuals who possess the necessary skills and experience we need.	All	16	0%	0%	0%	19%	19%	19%	25%	13%	38%	68%	23			
	Staff	7	0%	0%	0%	14%	29%	29%	29%	0%	29%	62%	18			
	Advisory Group	4	0%	0%	0%	50%	0%	0%	25%	25%	50%	63%	34			
	Commissioner	5	20%	0%	0%	0%	20%	20%	20%	20%	40%	75%	21			
5 The Commission has determined clear policies and criteria for selecting new Commissioners.	All	16	0%	38%	0%	0%	0%	19%	19%	0%	29%	60%	24			
	Staff	7	0%	14%	0%	0%	14%	29%	43%	0%	43%	72%	13			
	Advisory Group	4	0%	50%	25%	0%	0%	0%	0%	25%	25%	58%	58			
	Commissioner	5	20%	60%	0%	0%	0%	20%	0%	0%	0%	67%	0			
6 I am satisfied with the process we use for nominating new Commissioners.	All	16	0%	19%	0%	13%	0%	13%	38%	0%	44%	68%	20			
	Staff	7	0%	14%	0%	14%	0%	14%	57%	0%	57%	72%	20			
	Advisory Group	4	0%	0%	25%	25%	0%	0%	25%	25%	50%	58%	36			
	Commissioner	5	20%	40%	0%	0%	0%	20%	20%	0%	20%	75%	11			
7 Our current Commission is made up of qualified members.	All	16	0%	0%	0%	13%	0%	0%	56%	19%	76%	79%	20			
	Staff	7	0%	0%	0%	14%	0%	14%	71%	0%	71%	74%	18			
	Advisory Group	4	0%	25%	0%	25%	0%	0%	25%	25%	50%	72%	34			
	Commissioner	5	0%	0%	0%	0%	0%	0%	60%	40%	100%	90%	9			

Board Composition		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
8 We are able to reach consensus when appointing new Commissioners.	All	16	19%	25%	0%	0%	0%	0%	38%	0%	44%	70%	20		
	Staff	7	14%	0%	0%	0%	14%	0%	71%	0%	71%	78%	13		
	Advisory Group	4	0%	50%	0%	25%	0%	0%	0%	25%	25%	67%	47		
	Commissioner	5	40%	40%	0%	0%	0%	0%	20%	0%	20%	83%	0		

Board & CEO Collaboration		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
9 Our Commission feels appreciated for their contribution.	All	16	0%	31%	6%	0%	0%	13%	38%	13%	50%	77%	22			
	Staff	7	0%	43%	0%	0%	0%	14%	43%	0%	43%	79%	8	Staff	71%	18
	Advisory Group	4	0%	50%	0%	0%	0%	0%	25%	25%	50%	92%	11			
	Commissioner	5	0%	0%	20%	0%	0%	20%	40%	20%	60%	70%	32	Commissioner	60%	14
10 The Commission is publicly recognized both within and outside the organization.	All	16	0%	13%	6%	19%	0%	25%	31%	6%	38%	64%	25			
	Staff	7	0%	0%	0%	14%	0%	29%	57%	0%	57%	71%	18			
	Advisory Group	4	0%	50%	0%	0%	0%	25%	0%	25%	25%	83%	23			
	Commissioner	5	0%	0%	20%	40%	0%	20%	20%	0%	20%	47%	27			
11 Our CEO's compensation is tied to the performance of the organization as it relates to our strategic plan.	All	16	0%	25%	6%	0%	0%	13%	38%	0%	44%	71%	24			
	Staff	7	0%	14%	0%	14%	0%	14%	57%	0%	57%	72%	20			
	Advisory Group	4	25%	75%	0%	0%	0%	0%	0%	0%	0%	0%	0			
	Commissioner	5	0%	0%	20%	0%	0%	20%	40%	20%	60%	70%	32			
12 Our CEO's current compensation package is fair and competitive.	All	16	6%	25%	0%	6%	0%	0%	44%	13%	56%	79%	19			
	Staff	7	0%	14%	0%	14%	0%	0%	57%	14%	71%	78%	22			
	Advisory Group	4	25%	75%	0%	0%	0%	0%	0%	0%	0%	0%	0			
	Commissioner	5	0%	0%	0%	0%	20%	0%	60%	20%	80%	80%	18			

## Board Statements—Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

Strategic Planning		No.	FREQUENCY OF RESPONSE								Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
			NA	DK	1	2	3	4	5	6						
13 The CEO has a strategic plan that has been approved and supported by the Commission.	All	16	0%	0%	0%	0%	0%	0%	63%	31%	94%	80%	8			
	Staff	7	0%	0%	0%	0%	0%	0%	86%	14%	100%	80%	6	Staff	71%	20
	Advisory Group	4	0%	25%	0%	0%	0%	0%	50%	25%	75%	80%	9			
	Commissioner	5	0%	0%	0%	0%	0%	0%	40%	60%	100%	93%	9	Commissioner	83%	18
14 The Commission has a clear understanding of our market and the members that we service.	All	16	0%	0%	0%	6%	13%	13%	38%	25%	63%	78%	20			
	Staff	7	0%	0%	0%	14%	14%	0%	57%	14%	71%	74%	23			
	Advisory Group	4	0%	25%	0%	0%	25%	0%	25%	25%	50%	78%	25			
	Commissioner	5	0%	0%	0%	0%	0%	40%	20%	40%	60%	83%	16			
15 The Chief Executive has a strategic vision of how the organization should be evolving over the next three to five years.	All	16	0%	10%	0%	0%	0%	0%	38%	25%	63%	79%	23			
	Staff	7	0%	14%	14%	0%	14%	0%	43%	14%	57%	69%	30			
	Advisory Group	4	0%	25%	0%	0%	0%	0%	50%	25%	75%	89%	9			
	Commissioner	5	0%	20%	0%	0%	0%	20%	20%	40%	60%	88%	15			
16 The Commission engages in strategic planning discussion with the Chief Executive.	All	16	0%	0%	0%	0%	0%	19%	50%	19%	69%	80%	16			
	Staff	7	0%	0%	0%	14%	0%	14%	71%	0%	71%	74%	18			
	Advisory Group	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13			
	Commissioner	5	0%	20%	0%	0%	0%	20%	20%	40%	60%	88%	15			
17 The Commission has a process for tracking the progress of the strategic plan.	All	16	0%	0%	0%	0%	25%	19%	25%	19%	44%	71%	21			
	Staff	7	0%	0%	0%	14%	29%	29%	29%	0%	29%	62%	18			
	Advisory Group	4	0%	25%	0%	0%	0%	0%	60%	25%	75%	80%	9			
	Commissioner	5	0%	0%	0%	0%	40%	20%	0%	40%	40%	73%	25			
18 The CEO utilizes Commission members' skills and experience in crafting the strategic plan.	All	16	0%	13%	0%	0%	0%	31%	31%	19%	50%	79%	15			
	Staff	7	0%	0%	0%	0%	0%	57%	43%	0%	43%	74%	8			
	Advisory Group	4	0%	0%	0%	0%	25%	0%	50%	25%	75%	79%	20			
	Commissioner	5	0%	40%	0%	0%	0%	20%	0%	40%	40%	89%	19			
19 The CEO regularly updates Commission members on progress of the strategic plan.	All	16	0%	0%	0%	0%	0%	31%	31%	31%	63%	83%	14			
	Staff	7	0%	14%	0%	0%	0%	29%	29%	29%	57%	83%	14			
	Advisory Group	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13			
	Commissioner	5	0%	0%	0%	0%	0%	40%	20%	40%	60%	83%	16			

Strategic Planning		No.	FREQUENCY OF RESPONSE								Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
			NA	DK	1	2	3	4	5	6					
20 The Commission devotes an appropriate amount of time discussing strategy at Commission meetings.	All	16	0%	0%	13%	19%	0%	13%	25%	19%	44%	63%	30		
	Staff	7	0%	0%	14%	29%	14%	14%	29%	0%	29%	52%	26		
	Advisory Group	4	0%	25%	25%	0%	0%	0%	25%	25%	50%	67%	44		
	Commissioner	5	0%	0%	0%	20%	0%	20%	20%	40%	60%	77%	27		
21 The organization is achieving its strategic goals.	All	16	0%	0%	6%	0%	13%	31%	31%	19%	50%	73%	21		
	Staff	7	0%	0%	0%	0%	14%	57%	29%	0%	29%	66%	11		
	Advisory Group	4	0%	0%	25%	0%	0%	0%	50%	25%	75%	71%	36		
	Commissioner	5	0%	0%	0%	0%	20%	20%	20%	40%	60%	80%	21		

# Board Statements—Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

Board Procedures		No.	NA	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
				DK	1	2	3	4	5						6	
22 Commission members attend most Commission and committee meetings.	All	16	0%	0%	0%	0%	0%	0%	44%	36%	81%	87%	14			
	Staff	7	0%	0%	0%	0%	0%	14%	71%	14%	86%	83%	9	Staff	84%	13
	Advisory Group	4	0%	25%	0%	0%	25%	0%	25%	25%	50%	78%	25	Advisory Group	80%	22
	Commissioner	5	0%	0%	0%	0%	0%	0%	20%	80%	100%	97%	7	Commissioner	82%	22
23 The Chairman has effectively established the Commission's own goals and objectives.	All	16	13%	25%	0%	13%	0%	13%	10%	13%	31%	70%	24			
	Staff	7	0%	14%	0%	14%	14%	20%	20%	0%	20%	64%	19			
	Advisory Group	4	0%	50%	0%	0%	0%	0%	25%	25%	50%	92%	11			
	Commissioner	5	40%	20%	0%	20%	0%	0%	0%	20%	20%	67%	47			
24 The Commission has effectively established the CEO's goals and objectives.	All	16	0%	13%	0%	10%	0%	0%	44%	19%	63%	75%	24			
	Staff	7	0%	20%	0%	14%	0%	14%	43%	0%	43%	70%	21			
	Advisory Group	4	0%	0%	0%	0%	0%	0%	75%	25%	100%	89%	8			
	Commissioner	5	0%	0%	0%	40%	0%	0%	20%	40%	60%	70%	34			
25 The CEO's performance is effectively evaluated by the Commission.	All	16	0%	0%	0%	13%	0%	0%	44%	25%	69%	78%	22			
	Staff	7	0%	14%	0%	14%	14%	0%	57%	0%	57%	60%	22			
	Advisory Group	4	0%	0%	0%	0%	0%	25%	50%	25%	75%	83%	13			
	Commissioner	5	0%	0%	0%	20%	0%	0%	20%	60%	80%	83%	28			
26 The Commission effectively delegates work to the Commission committees.	All	16	0%	10%	0%	10%	0%	0%	31%	13%	44%	67%	20			
	Staff	7	14%	14%	0%	20%	0%	0%	43%	0%	43%	63%	27			
	Advisory Group	4	0%	25%	25%	0%	0%	0%	25%	25%	50%	67%	44			
	Commissioner	5	0%	20%	0%	20%	0%	0%	20%	20%	40%	71%	28			
27 The Commission effectively selects the appropriate Commissioners to serve on the Commission committees.	All	16	0%	13%	0%	13%	0%	0%	38%	19%	58%	73%	27			
	Staff	7	14%	0%	0%	20%	0%	0%	57%	0%	57%	67%	25			
	Advisory Group	4	0%	25%	25%	0%	0%	0%	25%	25%	50%	67%	44			
	Commissioner	5	0%	20%	0%	0%	0%	20%	20%	40%	60%	88%	15			
28 The Commission achieves consensus on strategic decisions.	All	16	0%	13%	0%	0%	13%	13%	31%	25%	58%	77%	21			
	Staff	7	0%	0%	0%	14%	14%	20%	20%	14%	43%	60%	22			
	Advisory Group	4	0%	25%	0%	0%	0%	0%	50%	25%	75%	80%	9			
	Commissioner	5	0%	20%	0%	0%	20%	0%	20%	40%	60%	83%	23			

Board Procedures		No.	NA	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
				DK	1	2	3	4	5						6
29 The Commission has developed a succession plan for itself.	All	16	0%	25%	13%	13%	13%	0%	25%	13%	38%	61%	31		
	Staff	7	0%	14%	14%	20%	14%	0%	20%	0%	20%	50%	27		
	Advisory Group	4	0%	25%	25%	0%	0%	0%	25%	25%	50%	67%	44		
	Commissioner	5	0%	40%	0%	0%	20%	0%	20%	20%	40%	78%	25		
30 The Commission has developed a succession plan for the Chairman, CEO and committee chairs.	All	16	13%	25%	13%	10%	0%	0%	10%	0%	25%	53%	31		
	Staff	7	0%	14%	14%	43%	0%	0%	20%	0%	20%	47%	28		
	Advisory Group	4	0%	25%	25%	0%	0%	0%	25%	25%	50%	67%	44		
	Commissioner	5	40%	40%	0%	0%	20%	0%	0%	0%	0%	50%	0		
31 The Commission is actively involved in monitoring Ethics and Business Practices.	All	16	0%	10%	0%	10%	0%	25%	13%	10%	31%	65%	28		
	Staff	7	0%	14%	14%	20%	0%	20%	14%	0%	14%	50%	25		
	Advisory Group	4	0%	25%	0%	25%	0%	0%	0%	50%	50%	78%	38		
	Commissioner	5	0%	20%	0%	0%	0%	40%	20%	20%	40%	79%	15		
32 When our standards or ethics are violated, we take the appropriate action.	All	16	0%	13%	0%	0%	0%	25%	31%	13%	44%	70%	23		
	Staff	7	0%	0%	14%	0%	14%	20%	43%	0%	43%	64%	24		
	Advisory Group	4	0%	25%	0%	25%	0%	0%	25%	25%	50%	72%	34		
	Commissioner	5	0%	20%	0%	0%	0%	40%	20%	20%	40%	79%	15		
33 The Commission effectively resolves conflicts of interest.	All	16	0%	0%	0%	13%	0%	25%	10%	25%	44%	70%	28		
	Staff	7	0%	0%	0%	14%	14%	43%	20%	0%	20%	64%	17		
	Advisory Group	4	0%	0%	25%	25%	0%	0%	0%	50%	50%	63%	43		
	Commissioner	5	0%	20%	0%	0%	0%	20%	20%	40%	60%	88%	15		
34 Commission meetings are carefully planned to ensure that we effectively use the Commission members' time.	All	16	0%	0%	0%	13%	0%	10%	38%	25%	63%	78%	21		
	Staff	7	0%	0%	0%	14%	0%	14%	57%	14%	71%	70%	21		
	Advisory Group	4	0%	25%	0%	25%	0%	0%	25%	25%	50%	72%	34		
	Commissioner	5	0%	0%	0%	0%	0%	40%	20%	40%	60%	83%	16		

# Board Statements—Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

Board Interaction		No.	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
			NA	OK	1	2	3	4						5
35 Commission members clearly understand their roles and responsibilities as Commissioners.	All	16	0%	13%	0%	0%	0%	0%	50%	19%	60%	60%	18	
	Staff	7	0%	14%	0%	14%	0%	14%	57%	0%	57%	72%	22	
	Advisory Group	4	0%	25%	0%	0%	25%	0%	25%	25%	50%	79%	25	
	Commissioner	5	0%	0%	0%	0%	0%	0%	60%	40%	100%	60%	9	
36 The Commission has frank and open discussions.	All	16	0%	0%	0%	13%	0%	13%	31%	31%	63%	78%	23	
	Staff	7	0%	0%	0%	14%	14%	20%	29%	14%	43%	66%	20	
	Advisory Group	4	0%	25%	0%	25%	0%	0%	25%	25%	50%	72%	34	
	Commissioner	5	0%	0%	0%	0%	0%	0%	40%	60%	100%	63%	9	
37 Commission members respect differing opinions of others.	All	16	0%	0%	0%	0%	13%	0%	56%	10%	75%	70%	19	
	Staff	7	0%	0%	0%	14%	14%	0%	71%	0%	71%	71%	20	
	Advisory Group	4	0%	25%	0%	0%	25%	0%	25%	25%	50%	78%	25	
	Commissioner	5	0%	0%	0%	0%	0%	0%	60%	40%	100%	60%	9	
38 Commissioners in the minority support the majority decision when consensus is not achieved.	All	16	0%	13%	0%	0%	0%	13%	50%	13%	63%	77%	18	
	Staff	7	0%	0%	0%	14%	14%	14%	57%	0%	57%	66%	20	
	Advisory Group	4	0%	50%	0%	0%	0%	0%	25%	25%	50%	92%	11	
	Commissioner	5	0%	0%	0%	0%	0%	20%	60%	20%	80%	83%	11	
39 Commissioners participate fully in decision-making.	All	16	0%	0%	0%	0%	10%	0%	44%	25%	60%	80%	18	
	Staff	7	0%	0%	0%	0%	20%	0%	57%	14%	71%	76%	18	
	Advisory Group	4	0%	25%	0%	0%	25%	0%	25%	25%	50%	78%	25	
	Commissioner	5	0%	0%	0%	0%	0%	20%	40%	40%	60%	87%	13	
40 We are careful to ensure that some Commission members do not dominate meetings.	All	16	13%	13%	0%	13%	0%	10%	25%	13%	38%	71%	22	
	Staff	7	0%	14%	0%	14%	14%	20%	29%	0%	29%	64%	19	
	Advisory Group	4	0%	25%	0%	25%	0%	0%	25%	25%	50%	72%	34	
	Commissioner	5	40%	0%	0%	0%	0%	20%	20%	20%	40%	83%	16	
41 Commission members regularly call on each other to discuss issues outside of Commission and committee meetings.	All	16	0%	44%	0%	0%	0%	10%	13%	0%	10%	65%	27	
	Staff	7	14%	43%	0%	14%	0%	20%	0%	0%	0%	66%	19	
	Advisory Group	4	0%	50%	0%	0%	0%	0%	25%	25%	50%	92%	11	
	Commissioner	5	0%	40%	20%	0%	0%	20%	20%	0%	20%	66%	34	

Board Interaction		No.	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
			NA	DK	1	2	3	4						5
42 Commission members resolve conflict with trust and respect.	All	16	0%	25%	0%	0%	0%	13%	44%	13%	50%	81%	13	
	Staff	7	0%	29%	0%	0%	14%	20%	29%	0%	20%	70%	13	
	Advisory Group	4	0%	50%	0%	0%	0%	0%	25%	25%	50%	92%	11	
	Commissioner	5	0%	0%	0%	0%	0%	0%	80%	20%	100%	87%	7	
43 Our Commission members have an excellent attendance record for Commission meetings.	All	16	0%	13%	0%	0%	13%	10%	31%	20%	50%	80%	17	
	Staff	7	0%	14%	0%	0%	14%	43%	20%	0%	20%	66%	12	
	Advisory Group	4	0%	25%	0%	0%	25%	0%	25%	25%	50%	79%	25	
	Commissioner	5	0%	0%	0%	0%	0%	0%	40%	60%	100%	63%	9	

## Board Statements—Performance Scores

S

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

Board Information		No.	NA	DK	1	2	3	4	5	6	Post Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
44 The amount of information Commission members receive for Commission meetings is manageable.	All	16	0%	0%	0%	0%	25%	38%	13%	13%	25%	67%	18			
	Staff	7	0%	0%	0%	0%	29%	43%	20%	0%	29%	67%	13	Staff	70%	10
	Advisory Group	4	0%	25%	0%	0%	25%	25%	0%	25%	25%	72%	25	Advisory Group	70%	10
	Commissioner	5	0%	0%	0%	20%	20%	40%	0%	20%	20%	63%	24	Commissioner	70%	10
45 The quality of Commission information materials is good.	All	16	0%	0%	0%	0%	6%	31%	44%	13%	50%	78%	13			
	Staff	7	0%	0%	0%	0%	14%	29%	43%	0%	43%	79%	8			
	Advisory Group	4	0%	25%	0%	0%	0%	50%	0%	25%	25%	78%	19			
	Commissioner	5	0%	0%	0%	0%	20%	20%	40%	20%	60%	77%	19			
46 Commission committee information and reports are received in ample time for adequate preparation for Commission meetings.	All	16	0%	13%	0%	0%	6%	25%	38%	13%	50%	78%	14			
	Staff	7	0%	14%	0%	0%	14%	29%	43%	0%	43%	79%	13			
	Advisory Group	4	0%	50%	0%	0%	0%	25%	0%	25%	25%	63%	23			
	Commissioner	5	0%	0%	0%	0%	0%	20%	60%	20%	80%	83%	11			
47 Management information and reports are received in ample time for adequate preparation for Commission meetings.	All	16	0%	13%	0%	0%	13%	31%	31%	13%	44%	75%	15			
	Staff	7	0%	0%	0%	0%	14%	57%	20%	0%	29%	69%	11			
	Advisory Group	4	0%	50%	0%	0%	0%	0%	25%	25%	50%	62%	11			
	Commissioner	5	0%	0%	0%	0%	20%	20%	40%	20%	60%	77%	19			
48 The commission is updated regularly at management meetings and by the committee chairs.	All	16	0%	25%	0%	0%	0%	13%	31%	10%	50%	80%	19			
	Staff	7	0%	14%	0%	14%	0%	29%	29%	0%	29%	67%	20			
	Advisory Group	4	0%	50%	0%	0%	0%	0%	25%	25%	50%	62%	11			
	Commissioner	5	0%	20%	0%	0%	0%	0%	40%	40%	80%	82%	9			
49 The Commission seeks outside expert advice when necessary.	All	16	0%	13%	0%	13%	0%	0%	44%	31%	75%	82%	22			
	Staff	7	0%	0%	0%	14%	0%	0%	71%	14%	86%	79%	20			
	Advisory Group	4	0%	50%	0%	25%	0%	0%	0%	25%	25%	67%	47			
	Commissioner	5	0%	0%	0%	0%	0%	0%	40%	60%	100%	93%	9			
50 The executive team can be counted on to provide useful information to help the Commission carry out its duties.	All	16	0%	0%	0%	0%	6%	13%	50%	13%	60%	78%	17			
	Staff	7	0%	0%	0%	0%	14%	14%	71%	0%	71%	76%	13			
	Advisory Group	4	0%	25%	0%	0%	0%	25%	25%	25%	50%	63%	16			
	Commissioner	5	0%	0%	0%	20%	0%	0%	60%	20%	60%	77%	25			

Board Information		No.	NA	DK	1	2	3	4	5	6	Post Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
51 Our Commission members take the time to prepare for meetings.	All	16	0%	25%	0%	0%	6%	30%	13%	6%	10%	64%	22		
	Staff	7	0%	29%	14%	0%	14%	29%	14%	0%	14%	57%	25		
	Advisory Group	4	0%	50%	0%	25%	0%	0%	0%	25%	25%	67%	47		
	Commissioner	5	0%	0%	0%	0%	0%	80%	20%	0%	20%	70%	7		

# Board Statements—Performance Scores

S

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

Board Committees		No.	FREQUENCY OF RESPONSE								Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
			NA	DK	1	2	3	4	5	6						
52 We have established a finance and/or audit committee with a charter.	All	10	0%	31%	25%	10%	13%	0%	0%	0%	13%	41%	28			
	Staff	7	0%	43%	14%	14%	29%	0%	0%	0%	0%	38%	15	Staff	41%	21
	Advisory Group	4	0%	25%	0%	25%	0%	0%	25%	25%	50%	72%	34			
	Commissioner	5	0%	20%	80%	20%	0%	0%	0%	0%	0%	21%	8	Commissioner	30%	23
53 We have established a Development or Fundraising committee.	All	10	0%	25%	25%	38%	0%	0%	0%	0%	6%	32%	18			
	Staff	7	0%	29%	14%	47%	0%	0%	0%	0%	0%	30%	7			
	Advisory Group	4	25%	25%	0%	25%	0%	0%	25%	0%	25%	58%	35			
	Commissioner	5	0%	20%	60%	20%	0%	0%	0%	0%	0%	21%	8			
54 We have established a Governance & Nominating committee with a clear charter.	All	10	13%	31%	25%	25%	0%	0%	0%	0%	31%	21				
	Staff	7	0%	29%	14%	43%	0%	0%	14%	0%	14%	40%	25			
	Advisory Group	4	25%	50%	25%	0%	0%	0%	0%	0%	0%	17%	0			
	Commissioner	5	20%	20%	40%	20%	0%	0%	0%	0%	0%	22%	8			
55 We have established a Strategy committee with a clear charter.	All	10	0%	38%	25%	25%	0%	0%	0%	0%	31%	21				
	Staff	7	0%	29%	14%	43%	0%	0%	14%	0%	40%	25				
	Advisory Group	4	25%	75%	0%	0%	0%	0%	0%	0%	0%	0				
	Commissioner	5	0%	20%	80%	20%	0%	0%	0%	0%	0%	21%	8			
56 Our finance and/or audit committee is effective.	All	10	38%	38%	6%	0%	0%	0%	0%	0%	42%	21				
	Staff	7	29%	29%	0%	14%	14%	14%	0%	0%	50%	18				
	Advisory Group	4	25%	75%	0%	0%	0%	0%	0%	0%	0%	0				
	Commissioner	5	60%	20%	20%	0%	0%	0%	0%	0%	0%	17%	0			
57 Our Development or Fundraising committee is effective.	All	10	38%	31%	13%	10%	0%	0%	0%	0%	27%	9				
	Staff	7	29%	29%	0%	43%	0%	0%	0%	0%	33%	0				
	Advisory Group	4	25%	50%	25%	0%	0%	0%	0%	0%	17%	0				
	Commissioner	5	60%	20%	20%	0%	0%	0%	0%	0%	17%	0				
58 Our Governance & Nominating committee is effective.	All	10	44%	31%	6%	13%	0%	0%	0%	0%	42%	28				
	Staff	7	29%	29%	0%	29%	0%	0%	14%	0%	50%	28				
	Advisory Group	4	25%	50%	25%	0%	0%	0%	0%	0%	17%	0				
	Commissioner	5	80%	20%	0%	0%	0%	0%	0%	0%	0%	0				

Board Committees		No.	FREQUENCY OF RESPONSE								Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
			NA	DK	1	2	3	4	5	6					
59 Our Strategy committee is effective.	All	10	44%	38%	0%	13%	0%	0%	0%	0%	50%	28			
	Staff	7	29%	29%	0%	29%	0%	0%	14%	0%	50%	28			
	Advisory Group	4	25%	75%	0%	0%	0%	0%	0%	0%	0%	0			
	Commissioner	5	80%	20%	0%	0%	0%	0%	0%	0%	0%	0			
60 Committee reports are frequently considered when making important Commission decisions.	All	10	38%	13%	13%	6%	0%	0%	25%	0%	25%	58%	30		
	Staff	7	29%	14%	14%	14%	0%	14%	14%	0%	14%	50%	30		
	Advisory Group	4	25%	25%	25%	0%	0%	0%	25%	0%	25%	50%	47		
	Commissioner	5	60%	0%	0%	0%	0%	0%	40%	0%	40%	83%	0		
61 Committee assignments reflect an appropriate mix of interests, experience, and skills of Commission members.	All	10	38%	31%	0%	0%	0%	0%	10%	0%	10%	73%	14		
	Staff	7	29%	29%	0%	0%	0%	14%	29%	0%	29%	78%	9		
	Advisory Group	4	25%	50%	0%	0%	25%	0%	0%	0%	0%	50%	0		
	Commissioner	5	60%	20%	0%	0%	0%	0%	20%	0%	20%	83%	0		
62 We ensure that our Commission Committees are made up exclusively from outside members.	All	10	38%	25%	6%	13%	13%	0%	0%	0%	44%	22			
	Staff	7	29%	29%	0%	14%	29%	0%	0%	0%	44%	9			
	Advisory Group	4	25%	25%	25%	0%	0%	0%	25%	0%	25%	50%	47		
	Commissioner	5	60%	20%	0%	20%	0%	0%	0%	0%	0%	33%	0		

## Board Statements—Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

Board and CEO Effectiveness		No.	FREQUENCY OF RESPONSE								Post Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
			NA	DK	1	2	3	4	5	6						
63 The Commission is very effective in delegating to the CEO, staff, and committees full responsibility for implementing policies.	All	16	0%	0%	0%	0%	0%	25%	38%	19%	56%	74%	23			
	Staff	7	0%	14%	14%	14%	0%	29%	29%	0%	29%	58%	27	Staff	60%	26
	Advisory Group	4	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	9	Advisory Group	100%	9
	Commissioner	5	0%	0%	0%	0%	0%	40%	40%	20%	80%	80%	13	Commissioner	100%	13
64 The Commission effectively works with the CEO to increase his or her effectiveness.	All	16	0%	0%	0%	0%	0%	25%	44%	13%	56%	72%	22			
	Staff	7	0%	0%	14%	14%	0%	43%	29%	0%	29%	60%	25			
	Advisory Group	4	0%	0%	0%	0%	25%	0%	50%	25%	75%	79%	20			
	Commissioner	5	0%	0%	0%	0%	0%	20%	60%	20%	80%	83%	11			
65 We provide Commission members with training and development opportunities to increase their effectiveness.	All	16	0%	25%	13%	13%	0%	13%	31%	0%	38%	63%	29			
	Staff	7	0%	0%	29%	29%	0%	14%	29%	0%	29%	48%	29			
	Advisory Group	4	0%	25%	0%	0%	0%	25%	25%	25%	50%	83%	10			
	Commissioner	5	0%	60%	0%	0%	0%	0%	40%	0%	40%	83%	0			
66 The overall performance of the Commission is very effective.	All	16	0%	0%	13%	0%	0%	13%	56%	13%	69%	72%	28			
	Staff	7	0%	0%	14%	14%	0%	14%	57%	0%	57%	64%	27			
	Advisory Group	4	0%	0%	25%	0%	0%	0%	50%	25%	75%	71%	38			
	Commissioner	5	0%	0%	0%	0%	0%	20%	60%	20%	80%	83%	11			
67 The overall performance of the Chief Executive is very effective.	All	16	0%	0%	0%	0%	0%	25%	44%	19%	63%	75%	22			
	Staff	7	0%	0%	0%	14%	0%	43%	43%	0%	43%	69%	17			
	Advisory Group	4	0%	0%	0%	0%	0%	25%	25%	50%	75%	88%	15			
	Commissioner	5	0%	0%	20%	0%	0%	0%	60%	20%	80%	73%	32			
68 The effective interaction of the Commission and the CEO has resulted in the successful execution of our strategic plan.	All	16	0%	13%	13%	0%	0%	13%	38%	19%	56%	71%	28			
	Staff	7	0%	14%	14%	14%	0%	14%	43%	0%	43%	61%	29			
	Advisory Group	4	0%	25%	0%	0%	0%	0%	50%	25%	75%	89%	9			
	Commissioner	5	0%	0%	20%	0%	0%	20%	20%	40%	80%	73%	34			

# Attachment C

**Riverside County Children  
and Families Commission**

**Bylaws**

**Adopted April 1999  
Amended October 1999  
Amended January 2000  
Amended February 2008**

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**BYLAWS  
OF THE RIVERSIDE COUNTY  
CHILDREN AND FAMILIES COMMISSION  
(the "Commission")**

In order to provide for an efficient and expeditious handling of public business, and of the business of the Riverside County Children and Families Commission (the "Commission"), the following bylaws are promulgated. Whenever possible, the rules and procedures shall be construed generally and failure to observe them shall not affect the jurisdiction of the Commission or invalidate any action taken at a meeting otherwise held in conformity with the law.

**I. BACKGROUND OF THE COMMISSION**

The Riverside County Children and Families Commission (the "Commission"), was established on January 22, 1999, pursuant to Ordinance 784 of Riverside County ("Ordinance 784"), introduced December 22, 1998, incorporated herein by reference, and as may be amended from time to time.

**II. PURPOSE AND INTENT OF THE COMMISSION**

The purpose and intent of the Commission shall be that as set forth in section 1 of Ordinance 784, as may be amended from time to time.

**III. MEMBERSHIP AND OFFICES OF THE COMMISSION**

**A. Members of the Commission**

The membership of the Commission shall consist of nine (9) members as established pursuant to section 5 of Ordinance 784, as may be amended from time to time. The appointment, term, vacancies and removal of members shall be as set forth in sections 5, 6 and 7 of Ordinance 784.

**B. Election of Chairperson and Vice-Chairperson of the Commission.**

At the first meeting of the Commission, the members of the Commission shall elect a Chairperson, pursuant to section 8 of Ordinance 784, and shall elect a Chairperson annually thereafter.

At the first meeting of the Commission, the members of the Commission shall elect a Vice-Chairperson, and shall elect a Vice-Chairperson annually thereafter. The Vice-Chairperson shall preside over any meetings of the Commission in the absence of the Chairperson.

Either the Chairperson or the Vice-Chairperson shall attend each meeting of the Commission.

C. **Appointing the Secretary to the Commission**

The Commission shall appoint a Secretary to the Commission, said Secretary to be an employee of the Commission.

**IV. MEETINGS OF THE COMMISSION**

- A. All meetings of the Commission shall be subject to the Brown Act, (Government Code Section 54950 et seq.), as may be amended from time to time.
- B. All meetings of the Commission shall be tape recorded by the Secretary of the Commission for the purpose of transcribing the official, written minutes of the Commission.
- C. All meetings shall be open and public, except that the Commission, during a regular or special meeting, may hold a closed session in accordance with Sections 54956.8, 54956.9, 54956.95, 54957 and 54957.6 of the Government Code (e.g., personnel, pending litigation, real estate negotiations and labor negotiations).

The agenda of the meeting shall be posted in the manner required under the Brown Act by the Clerk of the Board for Riverside County. The agenda shall be posted on the website of the Commission prior to the meeting.

- D. Special meetings of the Commission may be called and noticed as allowed by the Brown Act, as may be amended from time to time, and may be held at a location different from the location of the regular meetings of the Commission, upon proper notice.
- E. Otherwise, any business not considered at a meeting of the Commission shall be either: (1) continued to the next regularly scheduled meeting, or (2) adjourned to a date and time as designated by the Commission.
- F. A quorum is necessary for any regular or special meeting of the Commission. A quorum of the Commission is the presence of five (5) Members.
- G. The business of the Commission shall be taken-up for consideration and disposition in the following order, although the order may be altered by necessity:
  - 1. Call to Order – Chairperson or Vice-Chairperson in the absence of the Chairperson
  - 2. Presentation(s) (Optional)
  - 3. Approve the Minutes (Prior Meeting)

4. Reports, Discussions and Action Items
5. Public Comments
6. Public Hearings (Optional)
7. Closed Session (Optional)
8. Adjournment

The order of business as noted above may be changed for any purpose during a meeting by the Chairperson.

- H. The Secretary, or his or her designee, shall attend all meetings of the Commission, unless excused, and record and transcribe the minutes of each meeting of the Commission, except closed sessions.
- I. Meetings may be adjourned by either less than a quorum of members, or by the Secretary to the Commission when all members are absent, as provided by the Brown Act.

## V. AGENDAS

- A. Agendas for the Commission shall be prepared by the Secretary of the Commission, subject to review by the Executive Director. The Executive Director, in consultation with the Chairperson shall be responsible for determining when and what items are to be included; provided, however, that any Board Member may include an item on the agenda, in accordance with the provisions of the Brown Act.
- B. Items to be included on the agenda for a meeting shall be submitted to the Secretary of the Commission no later than noon (12:00 p.m.) of the preceding Monday, unless a legal holiday necessitates moving the agenda deadline to an earlier time and date.
- C. Items for a special meeting shall be submitted to the Secretary of the Commission on or before such time and date as the Secretary of the Commission on or before such time and date as he or she directs.
- D. No action or discussion shall be taken on any item not appearing on the posted agenda, except that Board Members may briefly respond to statements made or questions posed by persons exercising their public testimony rights. In addition, Board Members, on their own initiative, or in response to questions posed by the public, may ask a question for clarification, provide a reference to staff, to any of the various committees established by the Board, or to other resources for factual information, or request staff to report back to the Commission at a subsequent meeting concerning any matter. Furthermore, a Board Member, or the Commission, may take action to direct staff to place a matter of business on a future agenda.

- E. Notwithstanding Section V. D., any item not on the agenda may be considered by the Commission by a vote of five (5) Members under the following conditions (prior to discussing any such item, the Commission shall publicly identify the item):
1. Upon a determination that an emergency situation exists; or
  2. Upon a determination that there is a need to take immediate action and the need for action came to the attention of the Commission subsequent to the agenda being posted.
  3. The item was previously posted for a meeting, which was held not more than five (5) days earlier, and at the prior meeting, the item was continued to the meeting at which action is being taken.
- F. All resolutions, agreements, leases, contracts and any other legal documents shall be reviewed and approved by the Office of County Counsel prior to submission to the Commission.

## **VI. MINUTES**

- A. Minutes shall be recorded and transcribed of all meetings of the Commission, except closed sessions, which minutes shall include, without limitations, the date, hours and place of the meetings, notice of the meeting, names of the Commission members and staff present and absent, and any action taken by the Commission.
- B. If any Commission member arrives after the meeting has commenced or departs before the adjournment, the minutes shall indicate such time of arrival and departure.
- C. Written reports or other written forms of communication submitted at a Commission meeting shall be included in the minutes with a record of action, if any, taken by the board of the Commission on the report or other written communication.
- D. A summary of the oral reports and other forms of oral communication shall be included in the minutes.
- E. The titles and numbers of resolutions and other matters shall be included into the minutes.
- F. The time of adjournment of all meetings of the Commission shall be entered into the minutes.
- G. Any board member shall have the right to have his or her dissent from, or his or her protest against, any action taken by the Commission entered into the minutes by requesting that his or her remarks be made "of record" at the time such dissent or protest is made.

- H. Unless the reading of the minutes of the Commission meeting is requested a Commission member, such minutes may be approved without reading if a copy thereof has been previously provided to each board member.

## **VII. DUTIES OF THE COMMISSION**

The duties of the Commission are those duties set forth in section 11 of Ordinance 784, may be amended from time to time, and the Commission may exercise those duties as set forth by the legislature in Prop. 10, as may be amended from time to time, or in any other legislation.

## **VIII. OFFICIAL ACTION**

All official action of the Commission shall be by resolution.

## **IX. PUBLIC COMMENT**

- A. Any person may comment and otherwise address the Commission regarding any matter relating to the Riverside County Children and Families Commission, in accordance with the provisions as set forth herein. Such comment(s) shall be made during the time set aside for public comments on the agenda, except, when otherwise allowed by the Chairperson of the Commission. Preference will be given to those persons who have first submitted a request in writing to the Secretary of their desire to make a comment, or otherwise address, the Commission.
- B. Each person addressing the Commission shall:
  - 1. State his or her name and address.
  - 2. Limit comments to three (3) minutes unless additional time is allowed by the Chairperson of the Commission.
  - 3. Address comments to the Board members of the Commission.
- C. If an identifiable group of persons desires to address the Commission on the same subject matter or agenda item, the Chairperson of the Commission may request that a spokesperson be selected by the group to address the Commission. If different issues are to be presented on the subject matter or agenda item by any other member of the group, the Chairperson may limit the number of persons and time period for speaking as he or she deems appropriate in order to avoid unnecessary repetition of issues.
- D. Any person, or group of persons wishing to speak may be required to state for the record any contributions, in excess of \$250.00, or the then required contribution limit, made in the past twelve (12) months, made to any Board member, the Board member receiving the contribution, and the matter of consideration with which they are involved.

- E. Any person making personal, impertinent, slanderous or profane remarks, or who becomes unruly while addressing the Commission, may be barred from further speaking and may be ejected if his or her conduct disrupts the meeting, in accordance with the provisions herein, and applicable law.
- F. In the event any meeting is willfully interrupted by a person or person(s) so as to render the orderly conduct of such meeting infeasible, and order cannot be restored by the removal of the individual(s) who are willfully interrupting the meeting, the Chairperson, or Vice-Chairperson in the absence of the Chairperson, may order the meeting room cleared and continue in session.

## **X. PROCEDURE**

- A. In the event a dispute arises concerning conduct and/or procedural matters not specifically addressed herein, then the Chairperson, or the Vice-Chairperson in the absence of the Chairperson, may resolve and otherwise rule on the matter(s), unless the Commission by appropriate motion made and carried, deems otherwise.
- B. Procedure with respect to motions shall be as follows:
  - 1. When a motion is under consideration by the Commission, no other motion shall be received unless a decision has been made of one of the following:
    - a. to adopt and approve the motion
    - b. to continue to a certain date
    - c. to direct staff on the matter, and continue to a later date for consideration
    - d. to amend
    - e. to postpone indefinitely, to 'table' the motion
  - 2. When a motion is seconded, it shall be stated by the Chairperson before consideration of any other matter may begin.
- C. A Commission member called to order by the Chairperson shall relinquish the floor unless allowed to explain and the Commission, if appealed to, shall resolve the matter. If there is no appeal, the ruling of the Chairperson shall be final.
- D. Procedure with respect to voting shall be as follows:
  - 1. A vote of five (5) members shall be necessary for the transaction of business, except with respect to those matters, which require nine (9) votes or a unanimous vote of the Commission, as required by law.
  - 2. An abstention by any member casts no vote whatsoever, and hence, shall not be considered for purposes of determining whether an affirmative action was taken by the Commission.

3. A member may vote on a legislative or quasi-legislative matter even though he or she missed all or part of the discussion or public hearing.
4. A member may not vote on a judicial or quasi-judicial matter if he or she missed all or part of the public hearing, unless he or she considers and appraises the evidence prior to participating in the decision.

## **XI. PUBLIC HEARINGS**

- A. Public hearings shall be held by the Commission when required by law and when called for by the Commission.
- B. Procedurally, a public hearing shall be opened by the Chairperson, and at the conclusion thereof, it shall be closed by the Chairperson.

## **XII. COMMITTEES**

- A. There is established by the Board of Supervisors for Riverside County, an advisory committee to the Commission, whose members shall be appointed by the Board of Supervisors for Riverside County.
- B. The Commission may establish such other committees at such times as deemed necessary for the purpose of advising the Commission on matters which are deemed necessary and appropriate. The Commission may assign such other duties as deemed necessary to any advisory committee established by the Commission.

## **XIII. AMENDMENTS TO THE BYLAWS**

The Bylaws may be amended from time to time upon official action of approval by the Commission.

## **XIV. DISSOLUTION OF THE COMMISSION**

The Commission may only be dissolved by action of the Board of Supervisors of Riverside County.

## **XV. INDEMNIFICATION AND DEFENSE OF EMPLOYEES**

- A. The following definitions shall apply to the Riverside County Children and Families Commission:
  1. "Commission Members" shall include all persons appointed by the Riverside County Board of Supervisors to the Commission.

2. "Officers" shall include all individuals who are defined as management level employees of the Commission, the Secretary of the Commission, and any employees of Riverside County when performing work specifically for the Riverside County Children and Families Commission.
  3. "Employees" shall mean any and all persons employed by the Riverside County Children and Families Commission.
  4. "Committee Members" shall mean all persons appointed by the Riverside County Board of Supervisors to any advisory committee or committee of the Riverside County Children and Families Commission, all persons appointed by the Chairperson, and/or Commission to any advisory committee, or subcommittee of the Riverside County Children and Families Commission.
- B. With respect to any civil claim or action against any Commission Member, Officer, Employee, Committee Member, or a person who formerly occupied such position, for an injury arising out of an act or omission occurring within the scope of such person's duties, the Riverside County Children and Families Commission shall indemnify, hold harmless and defend such person to the full extent permitted or required under applicable sections of the California Government Code. (Govt. Code § 810 et. Seq.)
- C. Nothing herein shall be construed to require the Riverside County Children and Families Commission to indemnify and hold harmless any Director, Officer, Employee, Committee Member, or a person who formerly occupied such position, if the Riverside County Children and Families Commission's rights not to pay a judgment, compromise or settlement until it is established that the injury arose out of an act or omission occurring within the scope of his or her duties with the Commission.
- D. Nothing herein shall be construed to require the Riverside County Children and Families Commission to indemnify, or to provide a defense for any employee, Commission Member, Officer or Committee Member where the individual has acted in an illegal, willful or intentionally negligent manner giving rise to the claim, or litigation.

## **XVI. SEVERABILITY AND INVALIDITY**

If any provision of these Bylaws, or any amendment thereto is found to be invalid, void or unenforceable by any court of competent jurisdiction, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way, shall be in effect only to the extent that it is in contravention of applicable laws without invalidating the remaining provisions.

## **XVII. CONFLICT OF INTEREST FORMS**

All members of the Commission, and any other individuals listed on the "Designated Officials and Employees" Appendix shall be required to complete the Conflict of Interest forms, entitled "Statement of Economic Interests for Designated Officials and Employees", Form 700 of the

Fair Political Practices Commission (FPPC), in accordance with the requirements of the FPPC and in accordance with the requirements of the Conflict of Interest Code as adopted by the Riverside County Children and Families Commission.

XVIII. REGULAR QUARTERLY DISCUSSIONS WITH EXECUTIVE DIRECTOR

The Commission shall set regular quarterly discussions with the Executive Director regarding his or her job performance on the Commission agenda. The meetings shall be set at 11:00 am on the same date as the Commission meeting scheduled for the months of January, April, July, and October. The meeting shall take place prior to the regular agenda of the Commission.

The time of the regular quarterly meetings may be changed by the Chair if there is a scheduling need to accommodate the Commissioners. The regular quarterly meeting may be cancelled at the discretion of the Chair of the Commission if it is deemed to be unnecessary.