

**Community Foundation LBE Workplan
Personnel & Administration Committee**

LBE Core Committee Member(s):

Committee Members:

Prep Work	Date
Work with Chair of Committee to schedule 1 st LBE discussion	
Collect data or information to be shared and discussed (e.g., notes from break out groups at all foundation LBE briefing, data from LBE website, relevant data from foundation's Community Scan, any articles you think are important, LBE discussion ground rules, etc.	
Select a facilitator and note taker, schedule room, and other logistics	
Possible Topics, Questions, and Suggestions for LBE Discussion or Action	
Does the foundation's staff include individuals with the knowledge, experience, and relationships needed to effectively address the diversity, inclusion, and equity issues the foundation considers most relevant to its mission and the role it plays as a leader in this community?	
Does our current recruitment and selection process for hiring new staff include a way for the foundation to determine the candidate's experience and knowledge related to the key diversity, inclusion, and equity issues the foundation encounters in its work?	
Do our job descriptions set standards and expectations about working in a diverse organization and with diverse constituencies and communities?	
Does the foundation have in place the resources and support needed to build the capacity of staff and trustees to respond to the diversity, inclusion, and equity issues the foundation is dealing with through its various internal and external efforts?	
In the main, do the foundation's current business practices deepen or ameliorate many of the economic equity issues the foundation is most concerned with in this region?	
Do the foundation's investment and purchasing practices seek to address these economic issues? For example, do we track and set inclusiveness goals and objectives for the use of vendors (e.g., for catering, event planning and management, consultants, legal and financial advisors, etc.)?	
Have we reviewed and considered whether the foundation's current Policy Statements (e.g. Human Resources, Title IX, EEO, Affirmative Action, etc.) are in line with our organizational values, principles, and intents in terms of diversity, inclusion, and equity?	
Would development of an organizational vision/values statement that outlines the foundation's core values, operating principles, and strategic intents (internal and external) around issues of diversity, inclusion, and equity be helpful to your committee's efforts to embed this work in the regular functions of the foundation?	
Related questions that emerged from all-LBE meeting:	
Other questions and issues....	

Ideas for Short-Term Actions—What we can do right now...with current foundation approaches and resources:	
Strategy...	Leadership or Action Required
Ideas For Longer-Term Action—Strategies We Think the foundation should consider, but would require more research and/or strategic planning:	
Strategy...	Other Foundation Committees We Would Need To Coordinate With
Additional internal data or relevant research we need to look at...	
LBE Support Requested By Committee	Refer to...
Reading materials or referrals about best practices: Other issues, i.e. facilitator for future LBE discussions, etc.	
Next Steps for Committee's LBE Work	Date
Future LBE discussions...	

**Community Foundation LBE Workplan
Program Committee**

LBE Core Committee Member (s):

Committee Members:

Prep Work	Date
Work Chair of Committee to Schedule 1 st LBE Discussion	
Collect Data or Information To Be Shared and Discussed (e.g., Notes from all foundation briefing break-out groups, Data on foundation from LBE Website, Relevant Data from our Community Scan, any articles you think are important, LBE Discussion Ground-Rules and etc.)	
Select a Facilitator & Note Taker & Other Logistics	
Possible Topics, Questions, and Suggestions for LBE Discussion or Action	
Do we collect and analyze our own data about our grantmaking priorities and/or the impact of our programs on various communities that make up the our region?	
What does the data we have collected say about where and to which organizations we make our grants? Are we keeping up with demographic changes that are occurring in the region? What about the changes that are projected over the next 25 years?	
Are key communities or groups that we are currently unable to engage or serve adequately? If so what are some of these communities? What are their key needs? What strengths or assets do they currently possess that could be leveraged to address those needs? What other communities or groups could we facilitate connections and partnerships to (that would help the leaders of this community)?	
Do current staff and trustees include individuals with the knowledge, experience, and relationships needed to work with the diverse groups and communities the foundation considers most important to its efforts to effectively address the diversity, inclusions, and equity issues that the foundation cares about the most in this region?	
What demographic data (including community needs assessments and research on community issues) do we currently gather and use in our planning efforts? Do we include extensive community input when we develop plans for our various grant portfolios?	
What are the broad strategic aims of our current grantmaking? Are most of our grants aimed at filling gaps created by lack of internal community assets or government support; or are our grants also designed to support efforts to address the systemic nature of inequality in the East Bay? What is the current balance?	
Are there ways in which the foundation could do more to strengthen the capacity of community and civic leadership to tackle critical diversity and equity concerns through grantmaking?	
Are there ways in which the foundation could do more to strengthen the capacity of its community and civic partners to tackle critical diversity and equity concerns though the foundation's various community convening, brokering, or leadership efforts?	
Would development of an Organizational Vision/Values statement that outlines the foundation's core values, operating principles, and strategic intents (internal and external) around issues of diversity, inclusion, and equity be helpful to your committee's efforts to embed this work in the regular functions of the foundation?	

Related questions that emerged from all foundation briefing break-out groups:	
Other questions & Issues....	
Ideas for Short Term Actions --What we can do right now...with current foundation approaches and resources-	
Strategy...	Leadership or Action Required
Ideas For Longer-Term Action—Strategies We Think the Foundation Should Consider; But Would Require More Research and/or Strategic Planning--	
Strategy...	Other Committees We Would Need To Coordinate With
Additional internal data or relevant research we need to look at...	
LBE Support Requested By Committee	Refer to...
Reading Materials or Referrals About Best Practices: Other Issues...Facilitator for future LBE discussions? Etc	
Next Steps for Committee's LBE Work	Date

**Community Foundation LBE Workplan
Marketing & Visibility Committee**

LBE Core Committee Member (s):

Committee Members:

Prep Work	Date
Work with Chair of Committee to schedule 1 st LBE discussion	
Collect data or information to be shared and discussed (e.g., notes from break out groups at all foundation LBE briefing, data from LBE website, relevant data from foundation’s Community Scan, any articles you think are important, LBE discussion ground rules, etc.)	
Select a facilitator and note-taker, schedule room, and other logistics	
Possible Topics, Questions, and Suggestions for LBE Discussion or Action	
Does the content, language and look of our publications and our website send a message of inclusiveness to the various community groups and sectors the foundation is seeking to build stronger relationships with?	
Does the foundation’s current communications staff include individuals with the knowledge, experience, and relationships need to effectively address the diversity, inclusion, equity issues we consider most relevant to the foundation’s mission and the role it plays as a leader in this community?	
Does the foundation’s current communication strategy (and materials) clearly communicate the foundation’s values, principles, and intents regarding diversity, inclusion, and equity?	
Do we find ways to highlight important diversity and equity issues through the foundation’s various communications vehicles? For example, do we highlight the work of civic, community, and business organizations that are engaged in important diversity- and equity-related efforts?	
Have we considered strategies to use the foundation’s influence as a community leader, convener, or broker to facilitate or support the important diversity and equity work of these same civic, community, and business leaders?	
When we develop RFPs or contracts with vendors to support our communications work, do we consider their background and experience in understanding and communicating with diverse audiences?	
Have we considered our short- and long-term objectives for addressing our LBE issues through current and future branding work?	
Would development of an organizational vision/values statement that outlines the foundation’s core values, operating principles, and strategic intents (internal and external) around issues of diversity, inclusion, and equity be helpful to your committee’s efforts to embed this work in the regular functions of the foundation?	
Related questions that emerged from the break-out groups in the foundation’s LBE kick-off:	
Other questions and issues....	

Ideas for Short-Term Actions--What we can do right now...with current foundation approaches and resources:	
Strategy...	Leadership or Action Required
Ideas For Longer-Term Action—Strategies we think the foundation should consider, but would require more research and/or strategic planning:	
Strategy...	Other Foundation Committees We Would Need To Coordinate With
Additional internal data or relevant research we need to look at...	
LBE Support Requested By Committee	Refer to...
Reading materials or referrals about best practices: Other issues...e.g., facilitator for future LBE discussions, etc.	
Next Steps for Committee's LBE Work	Date
Future LBE discussions...	

**Community Foundation LBE Work Plan
Donor Development Committee**

LBE Core Committee Member(s):

Committee Members:

Prep Work	Date
Work with Chair of Committee to schedule 1 st LBE discussion	
Collect data or information to be shared and discussed (e.g., notes from break-out groups at all foundation LBE briefing, data from LBE website, relevant data from Community Scan, any articles you think are important, LBE Discussion ground rules, etc.)	
Select a facilitator and note-taker, schedule room, and other logistics	
Possible Topics, Questions, and Suggestions for LBE Discussion or Action	
Do we currently collect data on the diversity of our donors? If so, what do our current numbers look like?	
Do staff and trustees recognize the real and potential benefit of targeting donors of color as part of the foundation's asset development strategy?	
If so, what specific strategies does the foundation undertake to increase the foundation's connection and relationships to potential donors of color?	
Does the foundation have a strategy to establish relationships with the financial and legal advisors or other professional affinity groups that serve these donors?	
Are we considering the messages that would best reach these donors as we reshape the foundation's communication strategy through the "branding process"?	
Do we know what other community foundations are doing to reach these donors? What about the strategies currently used by business and corporate sector organizations that seek to add these individuals to their lists of clients?	
Are there other related strategic issues the foundation would need to address in order to build relationships with these donors (e.g., better alignment of program objectives with the interests of the prospective donors, new board members, senior level donor development staff, etc.)?	
Would development of an organizational vision/values statement that outlines the foundation's core values, operating principles, and strategic intents (internal and external) around issues of diversity, inclusion, and equity be helpful to your committee's efforts to embed this work in the regular functions of the foundation?	
Related questions that emerged from briefing break-out groups:	
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Other questions & issues....	
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Ideas for Short Term Actions -- What We Can Do Now With Foundation Approaches/Resources	
Strategy...	Leadership or Action Required
Ideas For Longer-Term Action—Strategies We Think Foundations Should Consider But Would Require More Research and/or Strategic Planning--	
Strategy...	Other Committees We Would Need To Coordinate With
Additional internal data or relevant research we need to look at...	
LBE Support Requested By Committee	Refer to...
Reading materials or referrals about best practices: Other issues, e.g. facilitator for future LBE discussions, etc.:	
Next Steps for Committee's LBE Work	Date
Future LBE discussions...	

**Community Foundation LBE Workplan
Executive Committee**

LBE Core Committee Member (s):

Committee Members:

Prep Work	Date
Work with Chair of Committee to schedule 1 st LBE discussion	
Collect data or information to be shared and discussed (e.g., notes from break-out groups at all foundation LBE briefing, data from LBE website, relevant data from foundation's Community Scan, any articles you think are important, LBE discussion ground rules, etc.)	
Select a facilitator and note taker, schedule room, and other logistics	
Possible Topics, Questions, and Suggestions for LBE Discussion or Action	
How are we as a committee playing a leadership role in the LBE work?	
How will we ensure that foundation's staff and trustees have the resources and support needed to achieve our current LBE goals and objectives? As the LBE goals and objectives are prioritized, how will we ensure the resources are in place to achieve them?	
What is our plan for ensuring each committee is successful in developing ideas for short and long-term LBE objectives that are practical, but also help the foundation embed this diversity, inclusion, and equity work into the everyday functions of the foundation?	
How will we work to prioritize the issues and suggestions that emerge from each committee and ensure that there is a plan to follow through that fits with strategic direction?	
How will we ensure that LBE issues or suggestions that overlap with the foundation's organizational functions (e.g., asset development, business practices, grantmaking, community leadership, etc.) are dealt with in a coherent manner?	
What will the LBE work look like over the next two years? What about the next three to five years? How will we measure success and/or progress made through the LBE effort?	
Would development of an organizational vision/values statement that outlines the foundation's core values, operating principles, and strategic intents (internal and external) around issues of diversity, inclusion, and equity be helpful in your committee's efforts to embed this work in the regular functions of the foundation?	
As we identify community constituencies and sectors we wish to build stronger ties with, are there specific roles and activities for foundation trustees to play leadership roles in? Are there specific events, social networks, or efforts in these communities that we will ask trustees to represent the foundation at in order to increase our visibility?	
Related questions that emerged from September 10 th briefing break-out groups:	
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Other questions and issues...	
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Ideas for Short-Term Action—What we can do right now... with current approaches and resources:	
Strategy...	Leadership or Action Required
Ideas For Longer-Term Action—Strategies we think the foundation should consider, but would require more research and/or strategic planning:	
Strategy...	Other Committees We Would Need To Coordinate With
Additional internal data or relevant research we need to look at...	
LBE Support Requested By Committee	Refer to...
Reading materials or referrals about best practices: Other issues...i.e., facilitator for future LBE discussions, etc.:	
Next Steps for Committee's LBE Work	Date
Future LBE discussions...	

**Community Foundation LBE Workplan
Finance Committee**

LBE Core Committee Member(s):

Committee Members:

Prep Work	Date
Work with Chair of Committee to schedule 1 st LBE discussion	
Collect data or information to be shared and discussed (e.g., notes from break-out groups at all foundation LBE briefing, data from LBE website, relevant data from foundation's Community Scan, any articles you think are important, LBE discussion ground rules, etc.)	
Select a facilitator and note taker, schedule room, and other logistics	
Possible Topics, Questions, and Suggestions for LBE Discussion or Action	
In the main, do the foundation's current business practices deepen or ameliorate many of the economic equity issues the foundation is most concerned with in this region?	
Do the foundation's investment and purchasing practices seek to address these economic issues? For example, do we track and set inclusiveness goals and objectives for the use of vendors (e.g., for catering, event planning and management, consultants, legal and financial advisors, and etc.)?	
Does the foundation currently have in place an investment policy or statement that clearly outlines the manner in which diversity and equity issues are dealt with in its own financial management and investment practices? If so, does the finance department use the policy to inform the choice of vendors who handle the foundation's various financial management and investment needs?	
If we do not have such a policy, do we consider the diversity (or lack thereof) of the firms we give our business to? For example, do you know if the firm(s) include people of color and women among their partners or senior managers?	
Are similar concerns raised in our deliberations about the banks that handle the foundation's banking? Do we consider the bank's record in serving diverse communities (e.g. Community Reinvestment Act issues) prior to making the choice to give them our business?	
Do we consider issues of diversity and equity when determining the makeup of the finance committee or finance department staff? Have we considered including in the membership of our committee a person(s) of color who is well known in financial circles? Do we seek individuals who are knowledgeable about standard business and finance practices as well as the economic equity issues the foundation is most concerned about for this region?	
Do we know what other foundations are doing in regard to these issues? Have we sought out information about the best practices among the finance departments and committees of others in philanthropy or in the business community?	
Would development of an organizational vision/values statement that outlines the foundation's core values, operating principles, and strategic intents (internal and external) around issues of diversity, inclusion, and equity be helpful to your committee's efforts to embed this work in the regular functions of the foundation?	
Related questions that emerged from September 10 th briefing break-out groups:	
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	Other questions and issues....
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Ideas for Short-Term Actions--What we can do right now...with current foundation approaches and resources:	
Strategy...	Leadership or Action Required
Ideas For Longer-Term Action—Strategies we think the foundation should consider, but would require more research and/or strategic planning:	
Strategy...	Other Foundation Committees We Would Need To Coordinate With
Additional internal data or relevant research we need to look at...	
LBE Support Requested By Committee	Refer to...
Reading materials or referrals about best practices: Other issues, i.e. facilitator for future LBE discussions, etc.:	
Next Steps for Committee’s LBE Work	Date
Future LBE discussions...	

**Community Foundation LBE Workplan
Trustee Development Committee**

LBE Core Committee Member (s):

Committee Members:

Prep Work	Date
Work with Chair of Committee to Schedule 1 st LBE Discussion	
Collect Data or Information To Be Shared and Discussed (e.g., Notes from all foundation LBE briefing break-out groups, data on collected on the foundation, relevant data from Community Scan, any articles you think are important, LBE Discussion Ground-Rules and etc.)	
Select a Facilitator, Note Taker, Schedule Room, & Other Logistics	
Possible Topics, Questions, and Suggestions for LBE Discussion or Action	
Does the current composition of our Board of Trustees reflect all of the constituencies and communities we believe are key foundation stakeholders now and for the future? Are there glaring omissions in representation; and if so, what are the implications of these omissions for the foundation's current and future endeavors?	
As we undertake recruitment and orientation efforts to strengthen the Board of Trustees, what can we do to insure our diversity, inclusion, and equity values and concerns are taken into consideration?	
What opportunities and strategies can we undertake for building existing and new Trustees knowledge about the equity, inclusion, and equity issues that are most relevant to the foundation's mission and work?	
Have we reviewed and considered whether the foundation's current Policy Statements (e.g. Human Resources, Title IX, EEO, Affirmative Action, etc.) are in line with our organizational values, principles, and intents in terms of diversity, inclusion, and equity?	
Would development of an Organizational Vision/Values statement that outlines EBCF's core values, operating principles, and strategic intents (internal and external) around issues of diversity, inclusion, and equity be helpful to your committee's efforts to embed this work in the regular functions of the foundation?	
What strategies and resources may be needed to support Trustee's leadership in the LBE process as the various committees work to sort issues, priorities, and objectives?	
Is there any prep work needed to assist Trustees as they participate in providing leadership to the foundation's various organizational development processes (e.g. LBE, Strategic Planning, and Branding)?	
What steps will need to be taken to insure the board is ready to discuss and make decisions about the various strategies and plans they will eventually be asked to approve as these three organizational planning efforts move forward?	
What leadership roles will we ask Trustees to play in the LBE work over the next 1-2 years? Will we ask trustees to assist in our efforts to increase the foundation's presence and visibility in the various constituencies and communities we may seek to build stronger ties to?	
Related questions that emerged from all foundation briefing break-out groups:	
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Other questions & Issues....	
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Ideas for Short Term Actions --What we can do right now...with current foundation approaches and resources-	
Strategy...	Leadership or Action Required
Ideas For Longer-Term Action—Strategies We Think the foundation Should Consider; But Would Require More Research and/or Strategic Planning--	
Strategy...	Other Committees We Would Need To Coordinate With
Additional internal data or relevant research we need to look at...	
LBE Support Requested By Committee	Refer to...
Reading Materials or Referrals About Best Practices: Other Issues...Facilitator for future LBE discussions? Etc	
Next Steps for Committee’s LBE Work	Date
Future LBE Discussions...	