

SAN BRUNO

Community Foundation

Board of Directors

Emily Roberts, President • Jim Ruane, Vice President • John P. McGlothlin, Secretary • Tim Ross, Treasurer
Raul Gomez • Nancy A. Kraus • Malissa Netane-Jones
Leslie Hatamiya, Executive Director

GOVERNOR'S EXECUTIVE ORDER N-25-20**
CORONAVIRUS COVID-19
AND SAN MATEO COUNTY HEALTH DIRECTIVE
FROM MARCH 14, 2020**

On March 17, 2020, the Governor of California issued Executive Order N-29-20 suspending certain provisions of the Ralph M. Brown Act in order to allow for local legislative bodies to conduct their meetings telephonically or by other electronic means. Pursuant to the current Shelter-In-Place Order issued by the San Mateo County Health Officer which became effective on March 17, 2020, and which was updated and extended on April 29, 2020; the statewide Shelter-In-Place Order issued by the Governor in Executive Order N-33-20 on March 19, 2020; and the CDC's social distancing guidelines which discourage large public gatherings, the San Bruno Senior Center is no longer open to the public for meetings of the San Bruno Community Foundation Board of Directors.

If you would like to make a Public Comment on an item not on the agenda, or comment on a particular agenda item, please email us at info@sbcf.org. The length of all emailed comments should be commensurate with the three minutes customarily allowed per speaker, which is approximately 300 words total. Emails received before the special or regular meeting start time will be forwarded to the Foundation Board of Directors and will become part of the public record for that meeting. If emailed comments are received after the meeting start time, or after the meeting ends, they will be forwarded to the Foundation Board of Directors and filed with the agenda packet becoming part of the public record for that meeting.

Individuals who require special assistance of a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the agenda, agenda packet or other writings that may be distributed at the meeting, should contact Melissa Thurman, City Clerk by 12:00 p.m. the day of the meeting at (650) 619-7070 or by email at mthurman@sanbruno.ca.gov. Notification in advance of the meeting will enable the San Bruno Community Foundation to make reasonable arrangements to ensure accessibility to this meeting, the materials related to it, and your ability to comment.

AGENDA

SAN BRUNO COMMUNITY FOUNDATION

Regular Meeting of the Board of Directors

February 3, 2021

7:00 p.m.

Zoom Meeting Details:

<https://us02web.zoom.us/j/84069113002?pwd=aVhucS9lckZlT3F5WHcxZzVFIYQT09>

Webinar or Meeting ID: 840 6911 3002

Webinar or Meeting Password: 665494

Zoom Phone Line: (669) 900-6833 (same webinar ID and password as above)

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1. **Call to Order/Welcome**
2. **Roll Call**
3. **Public Comment:** Individuals are allowed three minutes. It is the Board's policy to refer matters raised in this forum to staff for research and/or action where appropriate. The Brown Act prohibits the Board from discussing or acting upon any matter not agendaized pursuant to State Law.
4. **Approval of Minutes:** January 6, 2021, Regular Board Meeting
5. **Consent Calendar:** All items are considered routine or implement an earlier Board action and may be enacted by one motion; there will be no separate discussion unless requested by a Board Member or staff.
 - a. Receive and Approve Treasurer's Report (December 2020 Financial Statements)
6. **Conduct of Business**
 - a. Receive Report on the Small Business Recovery and Assistance Program (COVID-19 Relief Grant) from Bay Area Entrepreneur Center Director Pcyeta Stroud
7. **Study Session:** Diversity, Equity, and Inclusion Primer, led by Dr. Rona Halualani, Halualani & Associates
8. **Board Member Comments**
9. **Adjourn:** The next regular meeting of the Board of Directors is scheduled for Wednesday, March 3, 2021, at 7:00 p.m.

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MINUTES

SAN BRUNO COMMUNITY FOUNDATION

Regular Meeting of the Board of Directors

January 6, 2021

7:00 p.m.

Meeting Conducted via Zoom

- 1. Call to Order/Welcome:** President Roberts called the meeting to order at 7:02 p.m. She opened the meeting by acknowledging the day's troubling events and denouncing the violence and insurrection at the U.S. Capitol. She also sounded a hopeful note for 2021, with COVID-19 vaccines being distributed, and thanked the community for sacrifices made and traditions paused over the holidays.
 - 2. Roll Call:** Board Members Roberts, Ruane, McGlothlin, Ross, Gomez, and Kraus, present; Netane-Jones, excused.
 - 3. Public Comment:** None.
 - 4. Approval of Minutes:** December 2, 2020, Regular Board Meeting: Vice President Ruane moved to approve the minutes of the December 2, 2020, Regular Board Meeting, seconded by Board Member Kraus, approved unanimously by roll call vote.
 - 5. Consent Calendar**
 - a. Adopt Resolution Scheduling Special Board Meeting on February 3, 2021
 - b. Receive and Approve Treasurer's Report (November 2020 Financial Statements)
- Board Member Kraus moved to accept the Consent Calendar as presented, seconded by Board Member Gomez, approved unanimously by roll call vote.
- 6. Study Session:** Diversity, Equity, and Inclusion Primer, led by Dr. Rona Halualani, Halualani & Associates

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Dr. Halualani began the study session with an opening hand-raising exercise that highlighted different aspects of diversity. She then introduced the Board to key diversity, equity, and inclusion (DEI) concepts. She defined the term, "social location," as the power positionality and placement of an individual in a society in terms of key demographics, such as gender, race, ethnicity, socioeconomic class, sexual orientation, nationality, regional origin, and language, among others. She explained the "standpoint theory," which is that an individual's social location, in terms of gender, race, ethnicity, nationality, class, and sexuality, within a culture, shapes identity and that individuals experience things differently depending on their standpoint.

Dr. Halualani next reviewed the terms, "diversity," "equity," and "inclusion":

- *Diversity*: How difference, culture, and varied identity backgrounds and identity experiences are framed, engaged, and valued as a whole
- *Equity*: How structured inequalities, systemic oppressions, and power differences among cultural groups, identity backgrounds, and identity experiences, are confronted and engaged
- *Inclusion*: How an organization addresses societal, historical, & internal structural barriers to the full participation, contribution, and success of campus members across varied identity backgrounds and experiences

In explaining equity, Dr. Halualani displayed a graphic of people of different heights/ages standing on boxes to see over a fence, followed by a modification of the graphic that takes into account historical oppressions, systems of power, and structured inequalities.

Dr. Halualani concluded the study session with an introduction of the question of what it means to commit to diversity, equity, and inclusion as a community foundation. She presented a chart displaying "diversity change order," or the different ways in which an organization can enact diversity efforts, from the first order (establishing commitment to DEI), to the second order (demonstrating commitment through action), to the third order (acting through diversity strategy), to the fourth order (transformative and deep cultural change). Dr. Halualani said that the Board would build off this discussion at the second DEI study session in February.

7. Board Member Comments:

Board Member Kraus thanked President Roberts for her comments at the beginning of the meeting. Board Member Gomez expressed his gratitude for the Board's DEI training.

8. Adjourn: Vice President Ruane moved to adjourn the meeting at 8:42 p.m., seconded by Board Member Kraus, approved unanimously.

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Respectfully submitted for approval at the Regular Board Meeting of February 3, 2021, by Secretary John McGlothlin and President Emily Roberts.

John McGlothlin, Secretary

Emily Roberts, President

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Memorandum

DATE: January 29, 2021

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Consent Calendar for the February 3, 2021, Regular Board Meeting

For the February 3, 2021, Regular Meeting of the Board of Directors of the San Bruno Community Foundation, the Consent Calendar includes one item related to administrative and operational functions of the Foundation:

1. Receive and Approve Treasurer's Report (December 2020 Financial Statements)

The December 2020 financial statements consist of a Budget Report and Balance Sheet. The attached Budget Narrative provides a thorough explanation of the financial statements. The Budget Report includes the budget figures approved at the June 3, 2020, Board meeting.

I recommend that the Board receive and approve the Treasurer's Report as part of the Consent Calendar.

Attachments:

1. December 2020 Financial Statements

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Community Foundation

December 2020

Budget Narrative

This report primarily describes amounts in column a (Actual Year to Date) of the monthly Budget Report. When projections vary from Budget (column b), the changes will be reflected in columns d (Final Projected Amount) and e (Change in Budget) and be explained. First six months equal 50% of the fiscal year.

INCOME

Line 1 Transfers from Quasi Endowment – First transfer of the year, \$144,990, is 49% of budget.

Line 2 Transfers from Strategic Pool – First transfer of the year, \$15,250,000, is 96.1% of budget.

Line 3 Transfers from Liquidity RAC – Transfers planned for later in the year.

Line 4 Donations – Unbudgeted \$7,549 received includes \$7,349 from San Mateo County Realtors Foundation designated for scholarships.

Line 5 Interest Income – \$51,187 is 196% of budget. Liquidity Pool – Operating balance is currently \$14,838,557. Final Projected Amount is triple the original budget – from \$26,115 to \$78,345.

EXPENSES

Line 9 Community Grants – \$150,451 is 50.2% of budget. The remaining budget amount will be expended in January.

Line 10 Strategic Grants – \$635,000 for: \$375,000 RAC 5 – Temporary Facilities grant; two Covid-19 relief grants of \$100,000 each (small business and childcare); and \$60,000 RAC 6 – Business Plan grant. The total represents 1.5% of the budget.

Line 11 Other Grants – \$10,000 is 100% of budget and was used for 10th Anniversary Public Engagement Kiosk.

Line 13 Salaries & Wages – Expense is under budget at 49.2%, as second employee came on payroll in October.

Line 14 Payroll Taxes & Benefits – Expense (\$10,276) is 40.7% of budget. Social Security/Medicare (\$4,597) and retirement (\$4,948) are the largest costs. Other costs include workers' compensation (\$518) and life (\$214) insurance.

Line 16 Occupancy – Only cost is office lease (\$7,428). Amount is 49.3% of budget.

Line 17 Insurance – Total (\$11,143) is 48.6% of budget and includes Directors & Officers (\$8,980), crime (\$1,572), and commercial liability (\$591) policies.

Line 18 Telecommunications – Cost (\$1,171) is 46.8% of budget and includes cell phone (\$514) and internet (\$480) services.

Line 19 Postage & Shipping – Cost (\$1,743) is 87.2% of budget. 83% of the total (\$1,452) is for Annual Report postage.

Line 20 Marketing & Communications - \$8,605 expense is 62.8% of budget. 84% of the total (\$7,208) is for Annual Report design & printing. \$905 incurred for 2021 scholarships flyers and posters.

Line 21 Office Supplies & Equipment – Total of \$2,110 is 40.3% of budget. 89% of the total (\$1,873) has been used for new employee computer.

Line 22 Legal Fees – \$24,968 expense is 59.9% of budget. \$11,025 incurred for review of employee handbook and employment issues; \$9,346 for two quarters City Attorney cost; \$3,097 related to Strategic Grants; and \$1,350 for Community Grants.

Line 23 Accounting & Payroll Fees – Total (\$20,319) is 58.8% of budget with \$10,233 for Accounting Consultant, \$9,500 for auditor and \$586 for payroll service fees.

Line 24 Other Consultants - Cost (\$14,738) is 29.7% of budget and is for Program Support (\$7,123), DEI training (\$4,500) and retirement plan modifications (\$3,115).

Line 25 Travel, Meetings & Conferences – \$354 expense is 8.4% of budget and includes \$325 for Zoom online meeting application.

Line 26 Miscellaneous – Cost (\$331) equals 12.6% of budget.

SUMMARY

Excluding Scholarships & Grants, total expenses are at 48.1% of budget, which is less than the 50% benchmark for the first half of the year. In terms of dollars, the \$211,691 in year-to-date expense is \$8,209 less than the first half-year budget allocation.

The Fidelity Liquidity Pool – RAC, was created with a \$10 million July 2018 transfer. The balance as of December 31, 2020 is \$10,607,063, including market value gain of \$10,860 in December.

Total December Investment net gain or increase in value is \$1,114,476. This came from the Strategic Pool (\$397,090), Quasi Endowment (\$706,526), and Liquidity Pool – RAC (\$10,860). Year-to-date net investment gain is \$4,965,574.

Overall organization year-to-date net income or increase in net assets is \$4,017,274.

Total Net Assets, as of December 31, 2020 are \$73,900,946 with \$21,152,905 in Quasi Endowment; \$52,739,492 in general Unrestricted funds; and \$8,549 in Donor Restricted Net Assets.

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December 2020 2020-2021 Budget Report

	(a)	(b)	(c)	(d)	(e)
	Actual Year to Date	Budget	Actual as % of Budget (a/b)	Final Projected Amount	Change in Budget (d - b)
INCOME & TRANSFERS					
1 Transfers from Quasi Endowment	\$ 144,990	\$ 295,681	49.0%	\$ 295,681	\$ -
2 Transfers from Strategic Pool	15,250,000	15,861,933	96.1%	15,861,933	-
3 Transfers from Liquidity RAC	-	340,000	0.0%	340,000	-
4 Donations	7,549	-	-	7,549	7,549
5 Interest Income	51,187	26,115	196.0%	78,345	52,230
6 Miscellaneous Income	106	-	-	106	106
7 Total Available for Operations	15,453,832	16,523,729	93.5%	16,583,614	59,885
EXPENSES					
8 Crestmoor Scholarships	-	160,000	0.0%	160,000	-
9 Community Grants	150,451	300,000	50.2%	300,000	-
10 Strategic Grants	635,000	42,292,892	1.5%	42,292,892	-
11 Other Grants	10,000	10,000	100.0%	10,000	-
12 Subtotal Direct Program Expenses	795,451	42,762,892	1.9%	42,762,892	-
13 Salaries & Wages	108,505	220,420	49.2%	220,420	-
14 Payroll Taxes & Benefits	10,276	25,257	40.7%	25,257	-
15 Subtotal Personnel Expenses	118,781	245,677	48.3%	245,677	-
16 Occupancy	7,428	15,063	49.3%	15,063	-
17 Insurance	11,143	22,930	48.6%	22,930	-
18 Telecommunications	1,171	2,500	46.8%	2,500	-
19 Postage & Shipping	1,743	2,000	87.2%	2,000	-
20 Marketing & Communications	8,605	13,700	62.8%	13,700	-
21 Office Supplies & Equipment	2,110	5,240	40.3%	5,240	-
22 Legal Fees	24,968	41,693	59.9%	41,693	-
23 Accounting & Payroll Fees	20,319	34,560	58.8%	34,560	-
24 Other Consultants	14,738	49,595	29.7%	49,595	-
25 Travel, Meetings & Conferences	354	4,210	8.4%	4,210	-
26 Miscellaneous	331	2,633	12.6%	2,633	-
27 Subtotal Non-Personnel	92,910	194,124	47.9%	194,124	-
28 Total Expenses	1,007,142	43,202,693	2.3%	43,202,693	-
29 Net Surplus/(Loss)	\$ 14,446,690	\$ (26,678,964)		\$ (26,619,079)	\$ 59,885

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Statement of Financial Position as of December 31, 2020

<u>ASSETS</u>		
Cash, Wells Fargo General	\$ 61,245.38	
Cash, Wells Fargo Payroll	25,861.42	
Cash, Wells Fargo Savings	110,098.34	
Cash, Fidelity Liquidity Pool - Operating	14,838,557.46	
Total Cash		15,035,762.60
Investments, Fidelity Liquidity Pool - RAC	10,607,062.90	
Investments, Fidelity Strategic Pool	31,059,406.13	
Investments, Fidelity Quasi-Endowment	21,152,904.39	
Total Investments		62,819,373.42
Prepaid Rent	1,253.48	
Prepaid Insurance	6,349.50	
Total Other Current Assets		7,602.98
Deposits	909.45	
Total Other Assets		909.45
TOTAL ASSETS		<u>\$ 77,863,648.45</u>
 <u>LIABILITIES & NET ASSETS</u>		
<u>LIABILITIES</u>		
Accounts Payable	162,381.78	
Accrued Grants Payable	3,587,253.64	
Accrued Scholarships Payable	200,000.00	
Accrued Employee PTO	13,067.27	
Total Liabilities		3,962,702.69
 <u>NET ASSETS</u>		
Unrestricted, Non-QE 7/1/2020 Balance	51,436,041.24	
Transfer from Quasi-Endowment	144,990.00	
Year to Date Net Income from Operations	(855,648.64)	
Year to Date Strategic Investment Income	2,014,109.77	
Total Non-QE Unrestricted Net Assets	52,739,492.37	
Quasi-Endowment 7/1/2020 Balance	18,346,430.11	
Transfer to Liquidity for Operations	(144,990.00)	
Year-to-date QE Investment Income	2,951,464.28	
Total QE Unrestricted Net Assets	21,152,904.39	
Total Unrestricted Net Assets		73,892,396.76
Donor Restricted Net Assets 7/1/2020 Balance	101,200.00	
Year to Date Donor Restricted Net Income	(92,651.00)	
Total Donor Restricted Net Assets		8,549.00
Total Net Assets		<u>73,900,945.76</u>
TOTAL LIABILITIES & NET ASSETS		<u>\$ 77,863,648.45</u>

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Memorandum

DATE: January 29, 2021

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Report on Small Business Recovery and Assistance Program (COVID-19 Relief Grant)

At the February 3, 2021, regular Board meeting, the Board will receive a report on one of the Foundation's COVID-19 relief grants – the Small Business Recovery and Assistance Program – from Pcyeta Stroud, Director of the Bay Area Entrepreneur Center of Skyline College.

As you will recall, in May the Board approved a \$100,000 grant to the San Mateo County Community College District to enable the Bay Area Entrepreneur Center of Skyline College (BAEC) to launch the San Bruno Small Business Recovery and Assistance Program. The SMCCCD Board of Trustees formally accepted the grant at its June 24 meeting. Leveraging the BAEC's partnerships with the San Bruno Chamber of Commerce, Skyline College's Accounting Department, the Renaissance Entrepreneurship Center, and the Small Business Development Center (SBDC), this program is offering no-cost financial advising, business consulting, tax preparation support, translation services, valuable business tools, and a host of virtual workshops, to assist small businesses with navigating funding programs, pivoting areas of their business, managing their new financial picture and with exploring and understanding their options going forward in the face of COVID-19 impacts. The grant period formally concluded on December 31, 2021.

In the fall, BAEC added a new component to the SBRAP program – micro grants of about \$4,000 each to San Bruno businesses participating in the program to help them with their recovery plans. In December BAEC announced 16 micro grant recipients, who were acknowledged in a January 28 awards ceremony. The 16 micro grant recipients are NAPA Airport Auto Parts, American Art Institute, Chez Gabrielle: Health + Beauty, Dojo USA World Training Center, Flowers and Events By Dani@Tanforan Mall, Gamaliel Janitorial Services, Grand Leader Market, Heretic Games, Julie's Early Birds Daycare, Ling Yen Family Daycare, Lotus Falafel, Mr. Pickles Sandwich Shop, Newell's Bar, St. Andrew's Preschool, Stone Soup Consulting Performance, and Twice as Nice Bay Area.

On February 3, Ms. Stroud will provide a recap of the program, focusing on the program's successes, lessons learned, and Skyline College's interest in continuing this program, including

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the micro grant component, and the need for funding support to do so, to bolster San Bruno's small business community as the pandemic rages on into 2021. Board members will have the opportunity to respond to the presentation and to express their interest, if any, in entertaining a potential proposal to provide a second round of funding for the program in 2021 as a way to support small businesses in San Bruno that continue to struggle with the significant economic impacts of the pandemic. If there is interest, BAEC would prepare a formal proposal for the Board to consider at its March 3 meeting.

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Community Foundation

Memorandum

DATE: January 29, 2021

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Diversity, Equity, and Inclusion Study Session, Led by Dr. Rona Halualani, Halualani & Associates

The main agenda item at the February 3, 2021, regular Board meeting will be the second of two Diversity, Equity, and Inclusion (DEI) study sessions for SBCF Board and staff. The DEI study session will be led by Dr. Rona T. Halualani, Managing Principal and Founder of Halualani & Associates, the consulting firm we have brought on to guide our DEI efforts.

1. DEI Primer

As you will recall, Dr. Halualani has crafted a three-part DEI primer to examine internal leanings and adopt practices that promote diversity, equity, and inclusion in the Foundation's decision-making processes and communications. The DEI primer will serve the purpose of creating a DEI growth/change mindset for Board members and staff in order to design an intentional strategy around DEI for Foundation decision-making and operations. This primer includes the following deliverables:

- Creation of a learning space (through an asynchronous online classroom portal called Canvas) to provide key DEI resources and tools for board members and to serve as a "learning headquarters." Dr. Halualani launched the Canvas portal in mid-December, and Board members have received instructions for accessing the site.
- An individualized DEI self-assessment/inventory. Each Board and staff member took the self-assessment in late December/early January, and by the February 3 meeting Dr. Halualani will have met virtually and individually with each Board/staff member to review the results.
- Engagement in two SBCF Board meetings around what it means to invoke and realize a DEI lens as a community foundation.

The first DEI study session took place at the Board's January 6, 2021, regular meeting. As you will recall, Dr. Halualani introduced the Foundation Board and staff to DEI concepts. She

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defined the term, "social location," as the power positionality and placement of an individual in a society in terms of key demographics, such as gender, race, ethnicity, socioeconomic class, sexual orientation, nationality, regional origin, and language, among others. Other key terms she reviewed included:

- *Diversity*: How difference, culture, and varied identity backgrounds, and identity experiences are framed, engaged, and valued as a whole
- *Equity*: How structured inequalities, systemic oppressions, and power differences among cultural groups, identity backgrounds, and identity experiences, are confronted and engaged
- *Inclusion*: How an organization addresses societal, historical, and internal structural barriers to the full participation, contribution, and success of campus members across varied identity backgrounds and experiences

2. February 3, 2021, DEI Study Session

On February 3, Dr. Halualani will lead the Board's second DEI study session. This session will include the following topics:

- Review of what the group has covered over the last month ("DEI From Within" self-assessment inventory, individual debriefing sessions, January meeting)
- Review of themes covered in debriefing sessions
- Newspaper exercise, putting themes into newspaper headline generator (visioning, reverse design)
- Diversity change order
- How does SBCF demonstrate its DEI commitment through action?
- For Action: Distributed DEI across all strategic planning goals vs. central goal on DEI
- Decide on a course of DEI action for the strategic planning phases

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Memorandum

Dr. Halualani is excited for the February 3 study session. Prior to the meeting, she asks that each of you do the following:

- Review the attached slide deck, which will be presented during the meeting
- Read the attached excerpt from the D5 Coalition’s “Full Report on Analysis of Policies, Practices, and Programs for Advancing Diversity, Equity, and Inclusion” and note the different kinds of DEI actions that community foundations are taking.

Attachments:

1. Slide Deck from Dr. Rona Halualani, Halualani & Associates
2. D5 Coalition’s “Full Report on Analysis of Policies, Practices, and Programs for Advancing Diversity, Equity, and Inclusion”

**DEI (Diversity, Equity, & Inclusion)
Primer - Part 2
For the
San Bruno Community
Foundation Board**

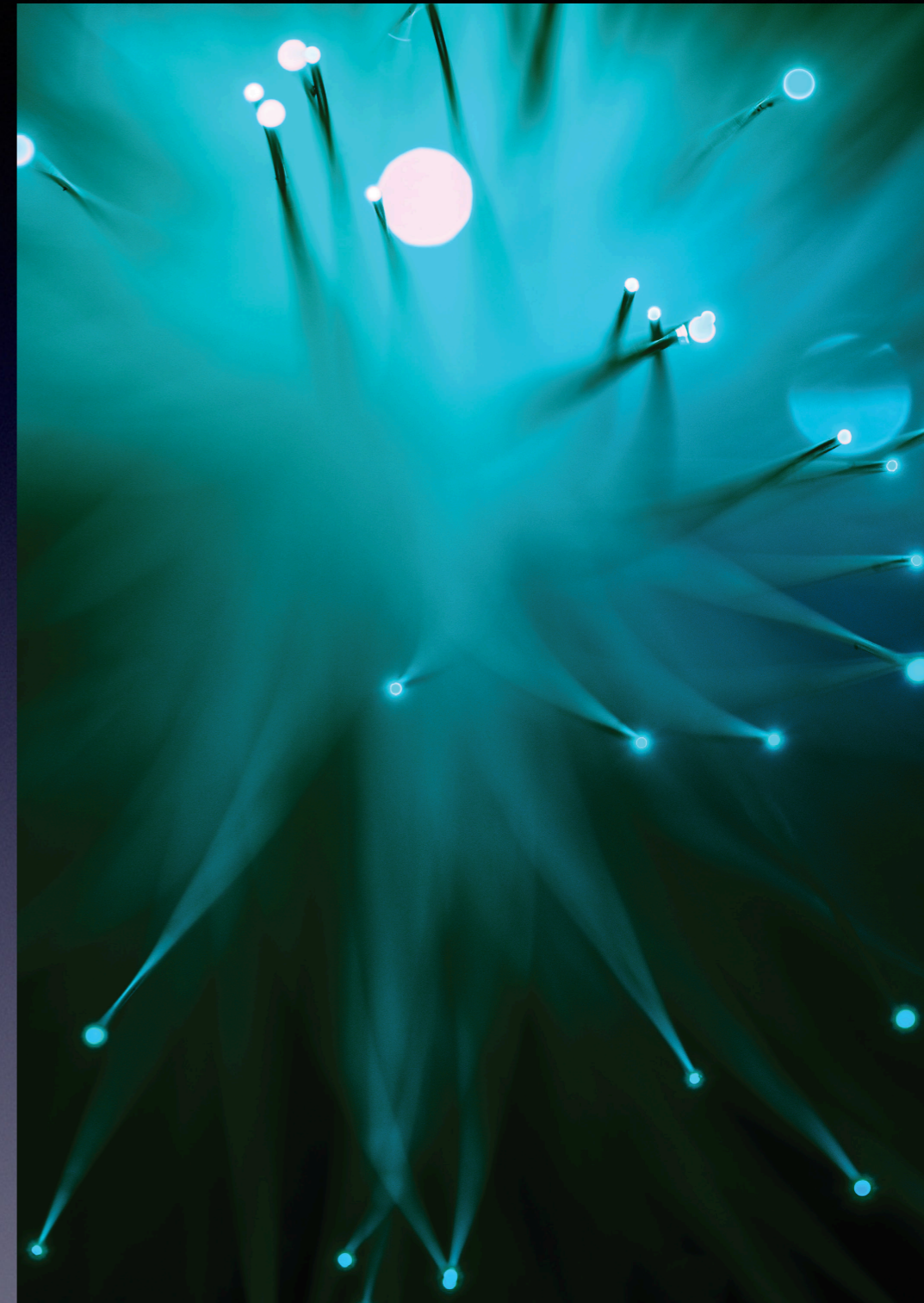
**R. Tamiko Halualani, Ph.D.,
Managing Principal & Founder
Halualani & Associates**





Preview

- To gear up for strategic planning and the role of DEI in strategic planning
- To review initial insights about needed DEI actions
- To consider ways to engage in DEI-related strategic action
- To brainstorm 1-2 DEI-related strategic actions for the future





Review of What We Have Done Thus Far

- **Online learning space**
- **“DEI From Within” Self-Assessment Inventory**
- **Individual De-Briefing Sessions**
 - **Question about SBCF dashboard**





“What Would You Like SBCF To Have Accomplished in a Few Years With Regard to DEI?”



“DEI From Within” Self-Assessment Inventory

SBCF’s DEI Behaviors & Actions

Patterns & Trends



2021 

- **
- **

2022 

- **
- **

2023+ 

- **
- **



“What Would You Like SBCF To Have Accomplished in a Few Years With Regard to DEI?”

- Themes From Sessions:
- Diverse makeup of the SBCF board membership
- Board reflects the communities' various perspectives & identities
- SBCF always responds to the changing DEI needs of the community
- Communicating to the community about the Board's/SBCF's DEI actions
- More outreach to diverse community members



“What Would You Like SBCF To Have Accomplished in a Few Years With Regard to DEI?”

- Themes From Sessions:
- Tracking who the Board/SBCF includes and serves (“closing the loop”)
- **Board is mindful of power dynamics in relation to culture**
- Board continually brings in thoughtful DEI issues to discuss in meetings
- **Formalization of DEI strategy**
- DEI actions are more pronounced



SBCF's Future

San Mateo Daily Journal

25 JAN 2024

San Bruno Community Foundation Deemed The Most Diverse on The Peninsula

By HALUALANI, RONA T.

San Bruno Community Foundation has achieved the noteworthy status of having the most diverse board membership on the Peninsula. Such diversity encompasses race/ethnicity, gender identity and expression, religious orientations, sexual orientations, and political perspectives. San Bruno Community Foundation board membership diversity has made a difference in their responsiveness to the surrounding community in terms of the varied grantees that represent the fullest spectrum of the San Bruno community.

bers are expected to grow markedly on last year due to the traditional moose strongholds of Canada and the United States, with the larger developing moose ecologies also poised to make gains. The largest percentage increase in moose will likely come from China", says McRobson, The Chinese government has invested heavily in moose infrastructure over the past decade, and their commitment to macrofauna is beginning to pay dividends". Since 2004 China has expanded moose pasture from 1.5% of arable land to nearly 3.648% and moose numbers are expected to rise to 60,000 making China a net moose exporter for the first time. This is good news for neighbouring Mongolia, a barren moose-wasteland whose inhabitants nonetheless have an insatiable desire for the creatures. The increase in Beijing-Ulanbataar trade is anticipated to relieve pressure on the relatively strained Russian suppliers, but increase Mongolia's imbalance of trade with its larger neighbour.

Historically the only competitor to China in the far eastern moose markets has been Singapore but the

Europe's rise as an international moose power will slow slightly this year as a response to the European Union's move towards standardising the European moose. Stringent quality controls are holding back the development of the eastern european populations compared to last year when they contributed significantly to europe's strong growth figures. Norway, which is not an EU member but has observer status, strengthened in numbers relative to the Euro area with numbers of Norweigan moose, known locally as elk" expected to rise for the tenth consecutive year, particularly thanks to a strong showing in the last quarter.

As moose season reaches its close, researchers world wide are turning to science in an attempt to boost next year's figures. NASA stunned the scientific community today with the announcement of their discovery that the moon is significantly smaller than previously believed. This conclusion, which is the conclusion of a ten-year collaborative project, will have profound implications for the moose community as the gravitational field is now known to be of the right



SBCF's Future

San Mateo Daily Journal

25 JAN 2021

San Bruno Community Foundation Funds Over 50 Historically Underrepresented Community Projects in 3 Years

By HALUALANI, RONA T.

San Bruno Community Foundation has demonstrated its full commitment to diversity, equity, and inclusion through its noteworthy pattern of funding projects of historically underrepresented groups in San Bruno in just three years. This pattern of funding is unique given the typical "habits" of funding by community foundations. How did this happen? A representative from the San Bruno Community Foundation commented, "We made a commitment to diversity, equity, and inclusion long ago and we formalized this commitment through outreach of, dialogue with, and the funding of diverse groups in San Bruno. We hope to do even more."

reporters were Egypt, returning figures of six moose, a twenty percent increase on 2011's figures of five, and Uruguay whose moose population remains stable at eleven.

According to Robbie McRobson, head of the UN Moose Preservation Council, worldwide moose numbers are expected to grow markedly on last year due to the traditional moose strongholds of Canada and the United States, with the larger developing moose ecologies also poised to make gains. The largest percentage increase in moose will likely come from China", says McRobson, "The Chinese government has invested heavily in moose infrastructure over the past decade, and their commitment to macrofauna is beginning to pay dividends". Since 2004 China has expanded moose pasture from 1.5% of arable land to nearly 3.648% and moose numbers are expected to rise to 60,000 making China a net moose exporter for the first time. This is good news for neighbouring Mongolia, a barren moose-wasteland whose inhabitants nonetheless have an insatiable desire for the creatures. The increase in Beijing-Ulanbataar trade is anticipated to relieve pressure on the relatively strained Russian suppliers, but increase Mongolia's imbalance of trade with its larger neighbour.

Historically the only competitor to China in the far eastern moose markets has been Singapore but the

growth figures with gross production expected to break 700,000 and net exports to grow by 2%. The worldwide dominance of Canada shows no signs of abating though with this year's moose population expected to match last year's record figures of one hundred million billion.

Europe's rise as an international moose power will slow slightly this year as a response to the European Union's move towards standardising the European moose. Stringent quality controls are holding back the development of the eastern european populations compared to last year when they contributed significantly to europe's strong growth figures. Norway, which is not an EU member but has observer status, strengthened in numbers relative to the Euro area with numbers of Norwegian moose, known locally as elk" expected to rise for the tenth consecutive year, particularly thanks to a strong showing in the last quarter.

As moose season reaches its close, researchers world wide are turning to science in an attempt to boost next year's figures. NASA stunned the scientific community today with the announcement of their discovery that the moon is significantly smaller than previously believed. This conclusion, which is the conclusion of a ten-year collaborative project, will have profound implications for the moose community as the gravitational field is now known to be of the right



From Our Last January Meeting

***What Does It Mean To
Commit to Diversity,
Equity, & Inclusion as a
Community
Foundation?***

DIVERSITY CHANGE ORDER

Assessing the Evolution of Diversity Activity: The goal is to have a sequential, "building," and intentional enactment of diversity efforts across all change orders (Halualani, 2020).





Organizing Frameworks

- **Distributed DEI across all strategic planning goals (question framework)**
- **OR**
- **Central DEI goal(s)**



Action Examples

- Active inclusion of diverse members on the board (e.g., key committee assignments, capitalizing on diverse member strengths and networks)
- Efforts to create a pipeline of increasingly diverse potential board members
- Active inclusion of diverse members on the staff (e.g., key assignments, capitalizing on diverse staff strengths and networks)
- Efforts to create a pipeline of increasingly diverse potential staff members
- Support for internal affinity groups (e.g., meeting time and space, incorporation of views into organizational decision making) — most relevant to larger organizations
- Active inclusion of diverse members on the investment advisory team (e.g., key responsibilities, capitalizing on diverse member strengths and networks)



Action Examples

- Diversification of donors (public and community foundations)
- Active inclusion of diverse vendors (e.g., quicker reimbursement schedule for less-capitalized vendors)
- Efforts that expand the pipeline for greater diversity among investment advisors and vendors
- Systematic processes for board, staff, advisors, vendors to become DEI-informed and competent (e.g., orientations, training)
- Grant payment processes that recognize that grantees are differently situated financially



How Should SBCF Demonstrate Its DEI Commitment Through Action?

Thoughts?
Ideas?



Questions?

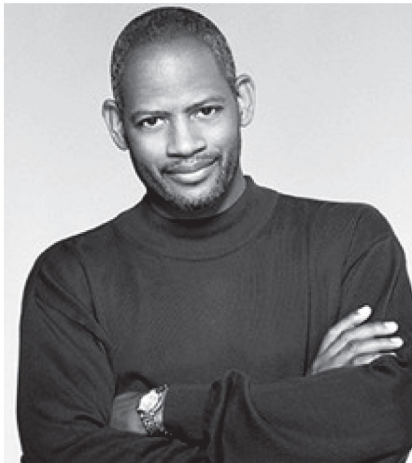


ANALYSIS OF POLICIES, PRACTICES, AND PROGRAMS FOR ADVANCING DIVERSITY, EQUITY, AND INCLUSION

Full Report



D5 Growing **diversity**, **equity**, and **inclusion** in philanthropy



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D5coalition.org

A CLEAR FRAMEWORK AND SET OF GOALS

In order to map the existing literature in a manner that provides specific guidance on next steps to advance DEI — e.g., where gaps exist, where deeper information is needed — we identified a menu of policies and practices that constitute organizational features key to advancing and sustaining DEI. This menu is grounded in the issues emphasized in the philanthropic literature, as well as our team’s more than 20 years of experience delivering training and technical assistance within philanthropy around issues of DEI. The following broad strategic questions tap into the critical organizational policies and practices that promote a deep and sustaining philanthropic commitment to DEI:

- Has the organization made an **expressed commitment** to DEI?
- Has it authorized DEI in **organizational policy**?
- Has it implemented DEI practices in its **operations**?
- Has it implemented DEI practices in **grantmaking/other programmatic areas**?
- Has it used **accountability mechanisms** to monitor DEI?

Using these strategic questions to guide the menu, we enumerated specific Indicators for each question. The chart that follows is the result.

CHART 1. MENU OF INDICATORS FOR DEI

1 Has the organization made an expressed commitment to DEI? (3 indicators)

- **Vision and mission statements** that include an expressed commitment to DEI
- Incorporation of DEI into **strategic plan** with performance measures
- Appreciation for how the **dimensions of diversity intersect/interact**

2 Has it authorized DEI in organizational policy? (6 indicators)

- Policy for **board diversity**
- Policy for **staff diversity** (e.g., recruitment, retention, benefits)
- Policy for **investment advisor diversity**
- Policy for **vendor diversity**
- Policy for **asset investment** to support DEI/do no harm
- **Grantmaking** policy that expects *all* grantees to address DEI effectively

3 Has it implemented DEI practices in its operations? (11 indicators)

- Active **inclusion of diverse members on the board** (e.g., key committee assignments, capitalizing on diverse member strengths and networks)
- Efforts to create a **pipeline of increasingly diverse potential board members**
- Active **inclusion of diverse members on the staff** (e.g., key assignments, capitalizing on diverse staff strengths and networks)
- Efforts to create a **pipeline of increasingly diverse potential staff members**
- Support for **internal affinity groups** (e.g., meeting time and space, incorporation of views into organizational decision making) — most relevant to larger organizations
- Active **inclusion of diverse members on the investment advisory team** (e.g., key responsibilities, capitalizing on diverse member strengths and networks)
- **Diversification of donors** (public and community foundations)
- Active **inclusion of diverse vendors** (e.g., quicker reimbursement schedule for less-capitalized vendors)
- Efforts that **expand the pipeline for greater diversity among investment advisors and vendors**
- Systematic processes for board, staff, advisors, vendors to become **DEI-informed and competent** (e.g., orientations, training)
- **Grant payment processes** that recognize that grantees are differently situated financially

4 Has it implemented DEI practices in grantmaking/other programmatic areas? (11 indicators)

- Grantmaking that systematically **accesses the perspectives** of diverse grantees and constituent groups (e.g., annual consultative sessions with diverse groups)
- Grantmaking that comprehends **the ways in which DEI inequities are produced and maintained** (e.g., utilizes a theory of change that identifies specific causes of inequities and strategic intervention points)
- Grantmaking that appreciates how the various **dimensions of diversity intersect/interact**

- Grantmaking that includes **specific investment strategies** around DEI that address individual, institutional, and structural barriers
- Grantmaking that funds the **advancement of diverse programmatic leadership**
- Grantmaking that incorporates **the grantee’s ability to advance DEI** into funding decisions
- Grantmaking that **builds capacity** where needed to enable grantees to advance DEI effectively
- Grantmaking **that appreciates the ways in which various potential grantees are differentially situated** because of the legacy of discrimination (e.g., invests in historically undercapitalized organizations that have deep reach and respect in diverse communities)
- Grantmaking that funds **capacity-building** for differently situated groups
- Organizational **advocacy/use of civic capital** to advance equitable mission-relevant outcomes
- **Systematic collection, disaggregation, and publication of data** on diversity in grantmaking

5 Does it utilize accountability mechanisms to monitor DEI? (11 indicators)

- **Systematic collection, disaggregation, and publication of data** on board, staff, advisor, vendor, grantee diversity
- **Analysis of above data** to understand how to close gaps where disparities appear
- **Systematic application of an impact analysis** to all key operational decisions
- **Systematic application of an impact analysis** to all key programmatic decisions
- **Routine assessment of communications and products** for appropriate messaging
- Mechanisms for **senior management accountability** for DEI performance
- Mechanisms for **staff accountability** for DEI performance
- **Senior staffing** dedicated to DEI (most relevant in larger organizations)
- Mechanisms for **investment advisor and vendor accountability** for DEI performance
- Mechanisms for **grantee accountability** for DEI performance
- Incorporation of commitment, policy, procedures, performance expectations into new staff/board/vendor/advisor/grantee **orientation**

Next, we broke out current information about DEI efforts by types of traditional foundations to determine which kinds of efforts are being undertaken within subsets of foundations. Our conclusions are drawn from materials made available by foundations to describe how they undertake DEI — that is, which of the above indicators their work addresses. It is a snapshot of the field taken in Fall 2012. As such, it requires ongoing updates to determine the state of the work at any given time. Nevertheless, the grid, along with the rest of the literature scan, and the interviews we conducted, enabled us to draw reasonable conclusions about DEI policies, practices, and programs within philanthropy. That is the focus of the next section of this report.