Equity, Diversity, and Inclusion
AUDIT REPORT

Presented to

LONGMONT COMMUNITY FOUNDATION

August 2022

Kebaya
CONSULTING + COACHING

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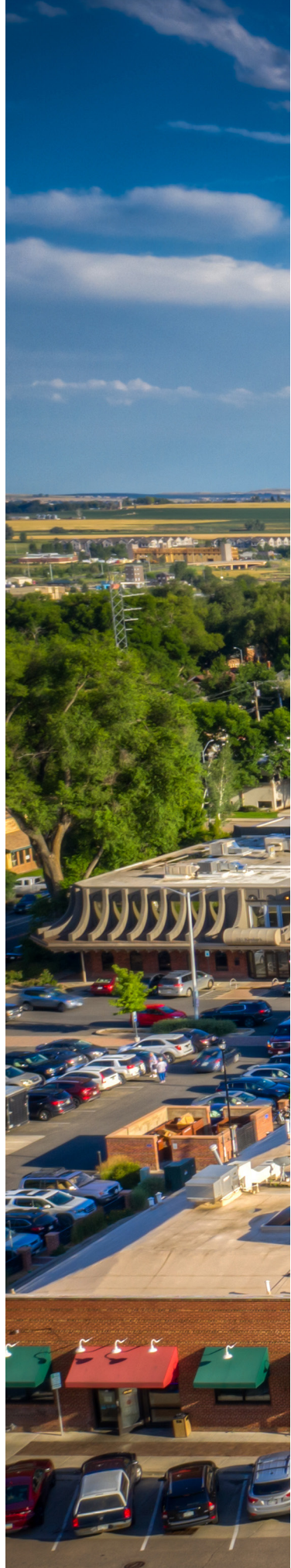
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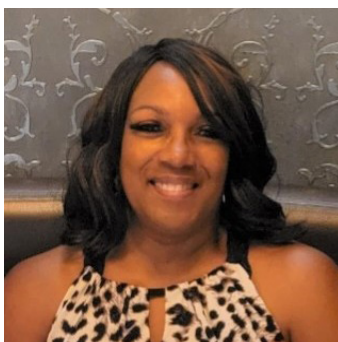
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Executive Summary

The leadership of the Longmont Community Foundation would like for the organization to become a model for using a racial equity lens in all aspects of the organization: grantmaking, hiring, programs, and board governance. Using a racial equity lens means "bringing into focus the ways in which race and ethnicity shape experiences with power, access to opportunity, treatment, and outcomes—both today and historically" (grantcraft: Practical Wisdom for Grantmakers).

In its ongoing work toward the goals of equity diversity and inclusion, the Longmont Community Foundation (LCF) contracted with Kebaya Consulting Inc. to design and implement a comprehensive audit of the organization. The key components of the audit include communications (examining the internal and external communication practices using a racial equity lens); human resources (ensuring the organization adheres to all employment laws and regulations; and stakeholder perceptions (board, community, and volunteers). In addition to Carolyn Love, Kebaya Consulting Inc., other team members included Angelle Fouther, Kindred Communications LLC and Rhonda Tucker-Dickerson, HR Unlimited LLC.

The end goal of the audit is to examine the consultants' recommendations, determine which recommendations to adopt and prioritize, and develop a plan for action.

Methodology
Focus groups and one-on-one interviews, composed of community members, donors, committee members, and selected board members, were used for the organization audit. The communications audit included reviews and analysis of Longmont Community Foundation's website, newsletters, grant guidelines, social media accounts, YouTube videos, and annual reports. The human resources audit reviewed materials such as LCF's HR policies, employee handbook, compensation program, philosophy on how salaries are determined, employee benefit plans and contracts, and I-9 documents.

Key Findings in Organization
- Eric Hozempa is recognized as a savvy and committed leader moving racial equity forward in the organization.
- The Longmont Community Foundation is perceived as a powerful and influential organization in the community. LCF needs to step into its power.
- There is a dichotomy of viewpoints regarding the role of LCF in racial equity work. This is an issue which requires further discussion amongst the board and key stakeholders.
- The rationale for LCF's racial equity work varies.

Executive Summary

Key Findings in Communications
- Strongmont2 is an active approach to correcting an oversight and providing an equitable philanthropic tool to support businesses led by People of Color.
- Good anti-discrimination language used in Scholarship applications.
- There is heavy usage of the board photo on social media and emails, which may make the organization appear inwardly focused.
- Collateral misses the opportunity to share stories from perspectives of partners, community members, grantees, and scholars.

Key Findings in Human Resources
- Verify the identity and work authorization of every new employee hired after November 6, 1986, and complete a Form I-9 for the new employee.
- Updates to the Longmont Community Foundation's employee handbook are to:
    - Reflect Colorado Equal Pay for Equal Work Act (EPEWA) and the Colorado Healthy Families and Workplace Act (HFWA) language.
    - Utilize gender-neutral pronouns.

Consultants' Recommendations
- Develop a clear statement which explains the "why" of and a commitment to racial equity.
- Embed racial equity into every aspect of the organizations policies, practices, and procedures, to ensure it remains a core value of the organization, regardless of the leader.
- Engage in inclusive storytelling. This form of communicating with the public draws on the emotions of readers, which engages them in a way that data alone cannot.

> "The Longmont Community Foundation is a powerful organization and needs to step into its power."

- Use communication platforms, such as social media, email, surveys, group forums and roundtables to engage people of color and other diverse audiences with the goals of learning what they need and how they wish to partner on community-building.
- All Longmont Community Foundation employees must complete new I-9 Forms to get into compliance with the Immigration Reform and Control Act of 1986 (IRCA).
- Revise employee handbook and maintain all employment policies to comply with applicable federal, state, and local laws.
- Use the foundation's influence to guide the business and nonprofit organizations in creating an equitable community.

Equity Audit Report

The remainder of this document provides an overview of the methodology and delves deeper into the key findings. The report is divided into three sections: Organization Audit, Communications Audit, and Human Resources Audit. In-depth recommendations, along with the rationale for the recommendations are contained within each section. Interview and focus group questions are located in the Appendix along with the source materials used in the human resources and communications audit.

Methodology

The organization audit included three focus groups and six one-on-one interviews for a total of 21 participants. The key stakeholders involved in the audit were current and past board members, community members, volunteers, and donors. Eric Hozempa, CEO of the foundation, identified the individuals to participate in the audit. The questions focused on the participants' characterizations of the culture of the city of Longmont and the organizational culture of the Longmont Community Foundation. Additionally, participants were asked about the foundation's role in racial equity.

A review and analysis was also conducted of LCF's internal and external communications practices, through an equity lens, including website, newsletters, emails, social media platforms, grant guidelines, scholarship applications, YouTube videos, and annual reports.

Finally, the human resources audit entailed a review and evaluation of HR policies and procedures, employee's HR personnel files, employee handbook, compensation program philosophy on how salaries are determined, performance management, employee evaluations, employee benefit plans and contracts, and I-9 documents.

Findings - Organizational Equity

City of Longmont Culture
A brief history of Longmont is provided to help contextualize the city. Longmont is a city in transition. Founded in 1871, on the original lands of the Cheyenne, Dakota, Arapaho, Kiowa and Comanche. Longmont quickly evolved into an agricultural community. As told by a participant, early government leaders secured water rights and created Longmont Power & Communications to fortify Longmont's independence. One person commented that it is an island between Denver and Boulder. People from Sweden, Germany, Japan and Mexico migrated to Longmont. From 1925 to 1927, the Ku Klux Klan controlled the City Council. They were voted out by the residents.

The current population of Longmont (as of April 2020) is 98,885. The racial breakdown is as follows.

- White alone 86.3
- Hispanic or Latino 24.4
- Black African American 1.2
- American Indian Alaska Native 0.9
- Asian Asian Pacific Islander 3.4
- Two or More Races 4.7

Source: US Census Bureau Quick Facts

There is a belief among some participants that Longmont is "wonderfully diverse" and its heritage points to its diversity. However, most believe a cultural divide exists and is becoming more prominent as the city becomes more racially diverse. The large Hispanic population lives mainly in one section of the city. There is a "culture of ignorance in Longmont and not enough Black people to be racist." There is a feeling that "the Black community remains underserved, unrecognized and invisible." For some, when thinking about the city of Longmont, while diverse, Longmont is controlled by a "white center." Having shared their perceptions of the city of Longmont culture, participants were asked to share their perspectives of the foundation.

Longmont Community Foundation Culture and Role
The perception of the Longmont Community Foundation is positive. The leadership is strong and committed to moving the organization forward. Most participants acknowledged the mission of supporting the people in St. Vrain Valley. Participants recognized the high percentage of donor advised funds held by the foundation and the obligation to direct funds based on the

Findings - Organizational Equity

requests of donors. Some of the current donors contribute outside St Vrain Valley, the state of Colorado and the United States based on their personal interests. Donors feel connected to the organization and a connection to the organizations they support. Other stakeholders recognize the efforts the foundation is making towards racial equity. However, the foundation can do more to live out the value of racial equity. Someone described the foundation as stagnant and not innovative. Others commented that the organization is not a purpose driven organization. The foundation is focusing on racial equity but what does that mean and how will it be measured? Strongmont 2 was mentioned in every focus group and interview as evidence of the foundation's commitment to racial equity and leadership's willingness to correct an error. Is Stongmont 2 an example of what the foundation means by a racial equity focus?

Overall, among the participants, the rationale for a racial equity focus is favorable. However, someone mentioned that "the more racial equity is stressed the more divisive we become" and another commented that "while not my focus, addressing racial equity is important." No one objected to a racial equity focus or explicitly stating it on the website. However, the thinking that an explicit statement about racial equity cannot be ignored. While being supportive of a racial equity focus, some people think "it's limiting and the organization is broader than racial equity." Stronger sentiments were expressed when the conversation shifted to the role of the foundation in the community when using a racial equity lens.

> **"Donors feel connected to the organization and a connection to the organizations they support."**

At one end of the continuum of thought is the perspective that the foundation should facilitate the needs of the nonprofit community through education, aid, and advice. The foundation should serve as a conduit between donors and the nonprofit community. From this point of view, the foundation should be "lightweight" and get out of the way so nonprofits can do their work. The role of nonprofit organizations is to address disparities and meet the needs of the community. Extending this line of thinking further, the foundation should be neutral and nonpolitical. It is important that the Longmont Community Foundation stick to its mission and not expand beyond the scope of the organization. The foundation is a steward of philanthropy in St Vrain Valley and should not become political.
At the opposite end of the continuum of thought is the perspective that the

Findings - Organizational Equity

foundation should be more proactive in addressing community needs. The business climate is shifting as a result of small businesses selling to larger businesses. Business decisions are no longer being made in Longmont, rather at a corporate office out of state. There is a leadership void, which the Longmont Community Foundation can fill. The foundation has the power and influence to work in collaboration with other organizations to set the tone in establishing priorities for the community. In this line of thinking, people would like to see the foundation be more proactive rather than reactive. An important role for the foundation to assume is convenor - bringing groups together to work on issues jointly. The key message is the need for foundation leadership to stand firmly in its power and influence and state its accomplishments and the plans for the future of racial equity work. This is important as the demographics of the community continue to change. Some believe the foundation is not prepared to adapt to the demographic changes. While the foundation is moving forward in the right direction, a shift in mindset is needed to imagine something different. The foundation has the ability to generate dialogue among its biggest and most active donor base with the intent to match the needs in the area. In addition to a shift in mindset, a shift in how the foundation talks about its racial equity work is needed.

"The foundation is focusing on racial equity but what does that mean and how will it be measured?."

The visibility of the foundation has grown under its current leadership. The foundation is fairly visible in the community because of its leadership's presence at events, hosting committee meetings at nonprofit organizations, and the workshops the foundation offers to nonprofit organizations. However, there is the perception among the participants that people in the community don't know what the foundation stands for or its purpose. In particular, some of the participants believe the foundation needs a stronger presence in the Black and Latino communities. The extent to which the Hispanic community is aware of the offerings of the foundation was unclear. When talking about its racial equity work, the leadership needs "less self deprecation and commentary on what the organization is not." The foundation is making some strides, Strongmont 2, changing the review criteria for scholarships and the audit are examples of how the organization is moving forward.

Findings - **Organization**

Implementation Strategies for Discussion and Consideration
The consultants recognize that the size of the staff and the current configuration of the foundation's assets pose a challenge. Additionally, transformational change occurs over time and in collaboration with committed partners. Therefore, we recommend the Longmont Community Foundation develop a five year strategy, which includes the following recommendations.

<u>**Recommendations**</u>
- Educate donors about the systemic impact of racism on people of color. The issues donors care about are part of a larger system of inequity.
- Convene a roundtable of community leaders (business, nonprofit, and government) to devise a strategy for LCF to use its influence to create change.
- Leverage grant making dollars through partnerships with public, private, and nonprofit organizations.
- Continue to establish relationships with key leaders in communities of color and deepen LCF's community engagement. Use board members as foundation ambassadors to spread the word about the foundation throughout the community.
- Continue to embed The Longmont Community Foundation in the community. Show up at events hosted by nonprofits led by people of color and grassroots organizations and listen.
- Streamline the grant making process and remove potential barriers to apply.
- Explore the possibility of establishing community interest funds to achieve greater racial equity with targeted groups (Black, Latino, LGBTQ, and other populations). Create committees composed of representatives from each group identified and engage them in the grant making process.
- Continue to foster connections between donors and nonprofit organizations.

Findings - Communications

Strengths

- Strongmont2 is an active approach to correcting an oversight and providing an equitable philanthropic tool to support businesses led by People of Color. The review committee also appears to be very diverse.
- Scholarship program, as referenced in the 2020 Annual Report, presented 25% of awards to first-generation college and trade students.
- Efforts were made to highlight Xilinx for their grants "to further gender equality, racial justice, and environmental efforts" (5/19/19); Executive Committee for African American Cultural Events; and posts about the Boulder County NAACP presentation on Race in the Workplace (2/17/21).
- Good anti-discrimination language use in Scholarship applications: "All scholarship recipients must be selected through a fair, equitable, standardized, and non-discriminatory application or nomination process." page 2.
- Highlighting accessibility of the Foundation: Alchemy & LCF email: "We're an approachable, accessible, and friendly Foundation, so please reach out ..."
- The 2019 Annual Report offers several good executions of equity in communications: Great letter by Dale Berbard, page 1, Great photo on page 6, Board President clearly lists DEI goals in opening letter!

Challenges

- Images – There is heavy usage of the board photo on social media and emails, which may make the organization appear inwardly focused. The website features images of several homogenous groups: the landing page – female, white, gen x. The Getting Support page uses homogenous images as well.
- Terminology – Use of language "improve life for all," "getting support," "Here's How You Recruit Minorities to Your Board." (Facebook, 8/24/20)
- POV stories – Collateral misses the opportunity to share stories from perspectives of partners, community members, grantees, and scholars. For example, The story of Kaitlyn, first recipient of Madeline Marie Malzahn Sherrod Additional Scholarship, is told from Foundation's POV. Page 1 REEntry Video is told from the perspective of ED.
- Language Justice – Alta Garden page offers application in Spanish. Nothing else on the website offered in Spanish.

Findings - Communications

- Accessibility to Equitable Programs – Strongmont not listed on "Getting Support" page. "County Collective" uses a great image of protesters. When you click on the story, there is no specific mention of racial justice. "Mini Money Management Open Door ESL" is featured on Youtube, but not listed on website or annual reports.

Opportunities for Improvement

1. Inclusive Storytelling
The Foundation has some key platforms for reaching and engaging its audiences, including the annual reports, special reports, the website, social media channels, and targeted email infrastructure to share stories that demonstrate impact of grants and scholarships. As a general tactic, storytelling draws on the emotions of readers and engaging them in a way that data, alone, cannot.

Further, when a Foundation shares stories from the perspective of the community member/grant recipient, scholar, etc., it levels the uneven power dynamic between funder and recipient. Instead of the Foundation saying "we did good for them," the story from community member perspective shares: "I did good with the partnership and support of the Foundation."

> **"When a Foundation shares stories from the perspective of the community member/grant recipient, scholar, etc., it levels the uneven power dynamic between funder and recipient."**

Recommendations - Inclusive Storytelling
- Action Step #1.1 Look for good impact story ideas among your grantees, scholars, and partners.
- Action Step #1.2 – Ask who would be willing to share their stories about impact made possible with the resources provided by the Foundation, and support them in writing, editing, or filming those stories.
- Action Step #1.3 – Build stories into the annual report, website, social media posts, etc.
- Action Step #1.4 – Build story sharing into events—having partners, grantees, scholars share, first-hand, whenever possible.

Findings - Communications

2. Community Engagement

Listening is one of the fastest ways to understand the needs of constituents, and LCF has mechanisms in place to stimulate two-way conversations, such as social media channels, group dialogues (digital and in-person), and email. Through engagement, the Foundation can learn about the needs of communities of color and also plan check-ins to see how needs and partnerships are working and also share opportunities, in a targeted way, per the communities' suggestions.

Recommendations - Community Engagement

- Action Step 2.1 – Use communications platforms, such as social media, email, surveys, group forums and roundtables to engage POC and other diverse audiences with the goals of learning what they need and how they wish to partner on community-building.
- Action Step 2.2 – Set a schedule and mechanisms for regularly checking-in to gauge progress on mutually set goals.

3. Community-focused, inclusive imagery

The world of communications has changed significantly over the past decade. If you want to reach audiences and garner their attention, it's best to keep it concise. But you still need great content (stories, data, and information) and it's always a good idea to include compelling images. The website, annual reports, special collateral pieces, and social media all have some imagery, but could use more photos that depict a wider array of diversity in age, race/ethnicity, ability, and socioeconomic background. The use of the board photo should be limited because, while it depicts the Foundation's growing diversity, it may indicate to some an internal focus (versus community focus) and high value for hierarchy. Whenever possible, photos should highlight the impact of the Foundation in community – the work of its nonprofit partners, scholars, and partners.

Recommendations - Community-focused, Inclusive Imagery

- Action Step 3.1 – Audit LCF's current photo database to determine what up-to-date, diverse imagery is available to depict the Foundation's impact via community, grantees, scholars, etc.
- Action Step 3.2 – Engage a photographer to capture upcoming events, roundtables, scholarship award events, etc. ensuring that a diverse array of participants are included in photos.
- Action Step 3.3 – Use more imagery in collateral materials, such as annual

Findings - Communications

report and special reports. Make sure there are some photos featuring POC partners and constituents.

- Action Step 3.4 – Ask your grantees and program partners to share their photos demonstrating impact in the community. Be sure to ask for high resolution (300 dpi or more) photos that are more action-oriented (versus the line 'em up and shoot group shots). These photos can also be used for storytelling and collateral development.

4. Equity-focused Lanaguage

It is a challenging paradigm shift for most nonprofits and foundations—to go from "charity" focused language to "equity/community-building" language. But to truly work within an equity-driven paradigm, the shift must be made. LCF usage examples of "charity" focused language, or language that some may find offensive, includes:

"... businesses owned by people of color who belong to the following minorities." (2020 Annual Report). Also, "Here's How You Recruit Minorities to Your Board" (Facebook August 24, 2020). The word

> **"Working from an asset-based approach, we acknowledge that people have the ability to improve their own lives and the lives of their communities; they may just need resources."**

"minorities" can be perceived as off-putting to many. People of Color (POC) is widely used and accepted in philanthropic spaces. In some cases BIPOC is also used (Black Indigenous People of Color). It's best to engage directly with audiences to gauge their preference.

"Getting support" – on website. This term is not as equity-focused as it could be as it implies vulnerability of need, versus a two-way benefit. One way to address is simply to say "Our Grants" or "Our Grants & Programs."

"Improving life for all" – on website. Working from an asset-based approach, we acknowledge that people have the ability to improve their own lives and the lives of their communities; they may just need resources. One way to state the goal is to say, "providing resources and partnering in building communities."

Recommendations - Equity-focused Language

- Action Step 4.1 – Review equity language resources tailored to foundations and determine a set of terms to be used by LCF, in conjunction with board, staff, and core

Findings - Communications

team. See Appendix A.4 of this report for a list of resources.
- Action Step 4.2 – Review existing platforms such as the website, social media accounts, and grant guidelines to update any language that is incongruent with the agreed-upon terms.
- Action Step 4.3 – Be intentional about reviewing each new document or post for 1) accuracy and 2) equity congruency.

5. Equitable reach and access of programs and philanthropic opportunities
- Ideally, the programs offered by the Foundation are multifaceted to serve multiple audiences, including POC. Therefore, a need for "separate" programming is not always needed.
- Announcements, advertisements, social media, and collateral offered are easily findable by POC and organizations led by POC, meaning it's placed in news outlets, digital boards, and social media pages that are followed by POC and also offered in translated formats if needed.
- POC, POC-led, and lower-income individuals and groups are invited to develop new ways to be philanthropic in partnership with the Foundation. Some examples may include special funds and giving circles.

Recommendations - Equitable reach and access of programs and philanthropic opportunities
- Action Step 5.1 – Utilize feedback from surveys and listening sessions to determine what type of resources are needed by POC and POC-led organizations.
- Action Step 5.2 – Review existing programs and grant opportunities to determine if they 1) meet the need indicated, and 2) if announcements reach and engage all intended audiences.
- Action Step 5.3 – Consider offering ways for non-traditional-foundation giving for individuals and groups composed of POC or lower-income individuals. Examples include special funds and giving circles.
- Action Step 5.4 – Partner with diverse groups and individuals to help engage audiences that have been harder for LCF to reach. Examples may include POC-led grantees, committee members, or media outlets or platforms.

Summary of HR Recommendations

The HR recommendations are as follows.

- Revise the employee handbook in order to update and maintain all employment policies. Change pronouns of he, she, or him to a neutral pronoun.
- Create personnel files for each Longmont Community Foundation employee.
- In order to minimize an organization's risk, the Society of Human Resource Management recommends that employers are proactive to be fully prepared for an agency audit such as the Department of Labor and Employment by following the steps below:
  - Review job descriptions.
  - Understand the differences, fines, and legal criminal, and financial risks related to federal and state laws and ensure that the laws are correctly applied to employees.
  - Ensure that Fair Labor Standards Act (FLSA) or Exempt and Non-Exempt classifications are correct. Keep accurate payroll records or ensure that your payroll vendor is keeping accurate records. Apply policies consistently.
  - Make sure all records are complete and work to resolve any inconsistencies.
  - Determine how to address any areas of concern identified via the routine audits.
  - Foster a climate of continuous improvement.

The bottom line is that ignoring a problem does not make the problem go away. Ignoring potential HR compliance issues only makes it more likely that the Longmont Community Foundation will face fines or employee lawsuits, costing the organization more than they would pay to conduct regular HR audits. Knowing what your compliance issues are through an HR audit allow you to correct those issues so you can avoid costly fines and lawsuits.

Concluding Remarks

We laud the efforts of the Longmont Community Foundation to consciously step into the work of racial equity. Balancing the tension between a portfolio of donor-advised funds and limited discretionary funds is a challenge recognized by both internal and external stakeholders. However, the portfolio presents opportunities rather than insurmountable challenges.

Currently, the donor base is committed to the work of the foundation. Donors also contribute funds outside the St. Vrain geographic area. A deep trust and mutual respect exist between donors and Eric Hozempa. Additionally, Eric and the foundation are considered trusted community partners. This creates the opportunity to leverage the social capital of the organization to deepen its racial equity efforts.

It is important to acknowledge the tension that also exist between a focus on racial equity or a broader equity focus. This is a healthy tension, which can be managed.

The next steps in this process are as follows:
1. Provide Eric Hozempa with the findings for review, questions. **(Completed)**
2. Present the report to the Core team for review, discussion, and decision on recommendation priorities for approval by the entire board. **(Completed)**
3. Present the report to the board of directors for review, comment, and approval of recommendations. **(Completed)**
4. Determine an implementation strategy for the recommendations (which recommendations are implemented in-house and what requires consultant). **(In Progress)**

Everyone involved in the audit was cordial, helpful and committed to the mission, vision, and values of the Longmont Community Foundation. Focus group participants and interviewees were diligent in arranging their calendars to engage in the process. The audit would not be successful without the engagement of committed stakeholders.

Sincerely,

The Kebaya Consulting Team
Carolyn Love, PhD, Kebaya Consulting, Inc.
Angelle Fouther, Kindred Communications, LLC
Rhonda Tucker-Dickerson, HR Unlimited, LLC

Appendix

ITEM A.1 Focus Group and Interview Questions

- How would you describe the culture of the City of Longmont?
- How would you describe the culture of the Longmont Community Foundation?
- What is your personal point of view about racial equity?
- If you were asked "why is the foundation focusing on racial equity" what would be your response?
- What do you believe the role of the community foundation should be in creating an equitable community?
- What do you specifically see staff and board members doing to live out the value of racial equity?
- How is the foundation talked about in the community?
- What benefits do you see from the foundation's racial equity work?
- How explicit should the foundation be about its racial equity lens?

ITEM A.2 Questions Used to Analyze with Communications Audit

- How well does this tool/strategy reach target audiences?
- How well does this strategy engage intended audiences?
- Is consistent equity-focused language used throughout the strategy?
- Are there any instances of language that can be perceived as derogatory, offensive, or stereotyping?
- Do images used within this strategy reflect the equity-focused goals of the Foundation?
- Are the Foundation's DEI goals clearly communicated through this strategy?
- Are the Foundation's opportunities for equitable philanthropy clearly communicated through this strategy?
- Are some stories and illustrations shared from the perspective of community members, grantees, stakeholders (versus all from the Foundation's perspective)?
- Are there a wide and diverse array of organizations and individuals used as examples of success or are there only a few used repeatedly?
- Does the Foundation use collaboration-focused language?
- Does the Foundation use credible examples of its programming or work to demonstrate the commitment to DEI versus ideal-focused narratives?
- Do internal communications (between staff, committees, board members) match what is shared with external audiences? Are all leaders using the same language and messaging?
- Are culturally-relevant opportunities for philanthropy shared with target audiences in addition to grant-recipient opportunities?

Appendix

ITEM A.3 Policy Audit Checklist. The following Table represents policies that are recommended and identifies if Longmont Community Foundation has the policy, has a policy that needs to be updated, or does not have the policy.

Policy	LCF Compliance	Comment
Access & Use of Telecommunications Systems	Yes	Located under Cell phone and email policies.
ADA Accommodation	Yes	
Alcohol & Drug Use	Yes	
Attendance Policy Statement	No	
Basic Life Insurance	No	Add to Benefits section.
Bereavement	Yes	
Computer Policy	No	With employees working remotely, may want to add computer policy to handbook.
Code of Conduct	No	
Conflict of Interest/Ethics	No	
Consolidated Omnibus Budget Reconciliation Act (COBRA)	No	The Employee Handbook states for employee to see Executive Director.
Discipline	Yes	
Discrimination Prevention	Yes	
Discrimination Grievance Procedure – Harassment Complaint Procedure	Yes	The procedure needs to clearly state who will conduct the investigations.
Drug-Free Workplace	Yes	
Equal Employment Opportunity	Yes	
Equal Pay for Equal Work Act	No	LCF will need to add this Colorado law to the employee handbook.
Family and Medical Leave Act	No	LCF has 3 employees; therefore, FMLA does not apply.
Health Insurance	Yes	
Healthy Families and Workplaces Act	No	LCF will need to add this Colorado law to the employee handbook.
Holidays	Yes	

Appendix

Policy	LCF Compliance	Comment

Hours of Work and Overtime
 	
      Payroll Submission Compensation Time for Non-Exempt
      Employees
      Meal & Break Period
	Yes	

Jury Duty	Yes	
Leave of Absence Without Pay	Yes	
Life Insurance	No	Add to benefits section.
Military Leave	Yes	
Orientation	No	
Performance Evaluation	No	Recommend adding to handbook.
Personnel Records	Yes	While the policy states that there are Personnel Records, they need to be created.
Political Activity	Yes	
Probationary Period	Yes	At LCF, the probationary period located under "Employment Status".
Promotion	No	
Recruitment & Selection	No	
References	No	
Remote Work Policy	No	Recommend adding to handbook.
Retirement	No	
Separation from Employment	No	Recommend adding to handbook.
Sexual Harassment Prevention	Yes	
Sick Leave	Yes	Located under Flextime.
Vacation	Yes	Located under Flextime.
Workers Compensation	Yes	
Workplace Safety	Yes	
Workplace Violence Prevention	No	Recommend adding to handbook.
Acknowledgement of Receipt & Understanding Signature Page	Yes	

Appendix

ITEM A.4 Resources. Referenced below are links to resources to support the Long-mont Community Foundations' staff, board, and volunteers as they consider its approach to racial equity.

- The Case for Funding Black-Led Social Change BSCFN_BLSCO_Report.pdf
- (blacksocialchange.org)
- The Othering & Belonging Institute Home | (berkeley.edu)
- Targeted Universalism | Othering & Belonging Institute (berkeley.edu)
- https://www.racialequitytools.org/glossary
- https://www.fordfoundation.org/campaigns/diversity-inclusion-and-equity-tools-and-resources-for-grantmakers/
- http://mcf.org/sites/default/files/files/pages/Grantmaking%20with%20a%20Racial%20Justice%20Lens%20-%20An%20Introduction%20DEC2018.pdf
- https://www.councilofnonprofits.org/tools-resources/why-diversity-equity-and-inclusion-matter-nonprofits
- I-9 - http//www.uscis.gov/i-9-central
- Healthy Families and Workplace Act - https://cdle.colorado.gov/hfwa
- Colorado Equal Pay for Equal Work Act - https://www.fisherphillips.com/news-insights/top-12-things-employers-colorado-equal-pay-equal-work-act.html

LONGMONT COMMUNITY FOUNDATION

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