DEI Steering Committee Meeting Minutes  
March 6, 2019

Attending: Ryan Jacoby (facilitator), Justin Reid, Cristine Nardi, Aleen Carey, and Andrew Robinson

The meeting was called to order at 12:05pm.

Ryan provided an overview for the meeting by reminding the group that this was an extension of 18 months of justice and equity work and that our goal was to support CNE at Board/staff levels while also supporting membership in their efforts, while also moving from Leader to Mentor regarding the MNA Assessment results.

Aleen, Andrew, Cristine, and Justine provided a recap of the Groundwater Racial Equity training and the impact it had on them as they undertake this committee work.

Ryan facilitated a brief visioning exercise around the question “If we are successful in continuing to learn and make progress, what might success at 1 year and within 5 years look like?

Responses regarding at one year included: a cohesive DEI definition across CNE; show our work and be a humble, credible learning lab; eliminate “don’t know” assessment responses; a continuation of DEI programs and continued Board/staff training.

Responses regarding within five years included: CNE being a Mentor in score and in practice; more robust DEI programs; increased member participation and amplified measurable impact; greater diversity in the PDAY room; Board/staff composition more closely reflects community composition; nonprofit DEI benchmarks; and CNE has fully accessible space, operations, and programs.

The group then discussed a structure and name that would best (1) reflect this work as a core value for CNE, (2) ensure this work doesn’t become sidelined, and (3) enable a fluid effort, open to modifications as we learn and evolve. Consensus was to recommend “DEI Steering Committee” and provide committee goals to the Board at their April meeting.

Homework was assigned to review draft committee goals and review a Milestones & Sequencing document.

The meeting adjourned at 1:30pm

Post-Meeting Update: The next meeting was set for April 3rd from 12pm – 1:30pm
DEI Steering Committee Meeting Minutes
April 3, 2019

Attending: Ryan Jacoby (facilitator); Andrew Robinson, Dan Layman, Justin Reid, Jose (intern), and Libby Edwards-Allbaugh

The meeting was called to order at 12pm

Ryan provided a brief recap of the 3/6 meeting and the group recommendation to call itself DEI Steering Committee. He also referenced an upcoming Groundwater training opportunity through PHA.

The group reviewed draft committee goals and recommended advancing the below language to the full Board:

1. Ensure that Diversity, Equity, and Inclusion (DEI) becomes and remains a core value for CNE.
2. Provide strategic guidance and recommendations to the Executive Director and Board of Directors regarding CNE’s DEI work, while creating, managing, and executing an action plan (inclusive of deliverables, timing, strategies for execution, and outcome measurements) to evaluate, advise on, and implement DEI audit and other recommendations regarding internal policies and operations, as well as external programs and services.
3. Recommend and establish conduits of communication, decision-making, and education to ensure that DEI work is undertaken by all Board and staff members, not just those on the DEI Steering Committee.
4. Make recommendations to the Finance Committee regarding budgetary support for DEI work.

Dan mentioned a desire for the group to be strategic about what we prioritize at any given time to best model for our stakeholders and that we intentionally engage with, and educate, other CNE standing committees to support their DEI work at committee level.

Next, the group discussed its goals for the remainder of the current FY.

Goals for April include (1) beginning to embed DEI as agenda item for staff team meetings, (2) finalizing committee goals for adoption by Board of Directors, (3) initiating a conversation with VCIC (Ryan + at least one Board member) to update Jonathan on our progress since meeting with him and to explore how VCIC might support/enhance our work, (4) reviewing the old draft of Justice & Equity statement and beginning to update, (5) initiating creation of organizational DEI definition and embed with emerging organizational statement, (6) having additional Board/staff to participate in Groundwater Racial Equity training (Dan, Kakie, Libby, and Ryan current scheduled to attend), and (7) exploring budget considerations for FY ’19-’20 to support DEI work.
Goals for May include (1) having more expansive conversation re: Justice & Equity versus DEI versus other, (2) reviewing draft organizational DEI definition and affirm for use moving forward, (3) advancing organization statement and preparing to present to Board in June, and (4) finalizing budget allocation for FY ’19-’20 to support DEI work.

Goals for June include (1) beginning staff review of documents and policies and presentation of overview findings to SC and (2) providing progress update at Board meeting and engaging full group around a strategic question.

The group agreed that we need some extensive dialogue regarding the use of Justice & Equity versus DEI versus something else and plan for this to be a primary agenda item for the May meeting.

During some conversation about the committee’s desire to be humble during this work and to be transparent with, and learn from, CNE members doing their own DEI work it was suggested that we consider bringing a DEI affinity group on line sooner rather than later for peer support and learning.

The meeting adjourned at 1:30pm
CNE Finance Committee Meeting Minutes
March 27, 2019

Attending in Person: Kaki Brooks (Board Chair), Cristine Nardi (Executive Director), and Ryan Jacoby

Calling in by Phone: Stephanie Snell (Treasurer) and Tim Rose

The meeting was called to order at 8:40am.

The draft FY 19-20 budget timeline was reviewed.

Ryan presented a summary comparison of three proposals received for audit and tax preparation services, along with a staff recommendation that CNE utilize Brown, Edwards and Company for the three years ending June 30, 2019 through June 30, 2021. There was consensus acceptance of the recommendation, provided that references checked out. Ryan checked client references with Dan Layman and four organizations that currently utilize Brown Edwards for their audit and tax preparation activities; overwhelmingly positive feedback was received.

The next meeting will be on April 11th, 2019 from 8:30am – 10:00am at the CNE office and the agenda will include: an update on banking and brokerage accounts, an update on the FY ’19-’20 budget process with presentation of core assumptions, and review of the 3rd Quarter financials.

The meeting adjourned at 9:05am
Attendees: Kaki Brooks (Chair), Trish Cluff, Stephanie Snell, Dan Layman (by phone)

Staff: Cristine Nardi (Executive Director)

Guests: Grey McLean, Founder, Charlottesville Climate Collaborative (C3), CNE member and donor

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<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
<th>Discussion</th>
<th>Action Items</th>
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<tr>
<td>Mission Highlight</td>
<td>Cristine Nardi</td>
<td>Cristine shared positive feedback from CNE’s most recent diversity &amp; inclusion training: the Equitable HR Series. CNE’s Deputy Director, Ryan Jacoby, attended the training and was able to immediately incorporate some of the guidance from the training into CNE’s Administrative Coordinator hiring process.</td>
<td>The Executive Committee recommended the minutes without change be included on the consent agenda for the April board meeting.</td>
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<td>Consent Agenda</td>
<td>Kaki Brooks</td>
<td>Kaki asked if there were any changes or edits to the February board meeting minutes.</td>
<td>Cristine to refine talent management compensation &amp; staff structure model based on input from the committee.</td>
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<td>Talent Management Review</td>
<td>Cristine Nardi</td>
<td>Cristine provided an overview of the evolving CNE staff structure, by level/title, position, expectations, salary ranges, and management. The committee discussed the number of staffing levels and compensation ranges. The committee advised Cristine to consider integrating two levels into one and to refine the salary ranges. The committee discussed the value in having a stated compensation philosophy, specifically one that is market-based and performance driven. There was consensus that CNE’s market-based, performance-driven approach should have as its goal to achieve market compensation in the top quartile (25%).</td>
<td>The committee endorsed a market-based and performance driven compensation philosophy. The committee endorsed the</td>
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Cristine also reviewed the talent management evaluation proposed timeline as it relates to the new July 1-June 30 fiscal year. The timeline includes: June – salary increase included in budget; July – annual staff evaluation; August – Annual ED and Board evaluation; September 1– any salary increases go into effect.

| ED Compensation & Annual Evaluation | Kakie Brooks | The committee reviewed the ED Compensation & Decision-Making policy that was adopted in December 2010 and revised in April 2013. The committee asked that the policy be edited to align with the market-based, performance driven philosophy with a goal to achieve top quartile market compensation. The committee asked that the language “fair and just compensation” be removed. The committee asked that under miscellaneous to add *and capacity* at the end of the sentence. | Cristine to revise the policy for May Executive Committee review. |
| FY2019-2020 Budget Timeline & Capacity Review | Cristine Nardi | Cristine reviewed how the budget is developed and then reviewed to explore if there are improvements in our process to consider with the new fiscal year. The general approach is to assess current year (historical) actuals and projections, balance this information with the goals for the upcoming year, and consider market challenges/opportunities in our environment. The finance committee and Cristine develop the working budget based on revenue projections and expense requirements. The draft budget is then reviewed by the Philanthropy Advisors group with a particular focus on the requisite fund raising required. | The following timeline will be used now as a test of change: April – Cristine presents broad perspective of where we have been, where we are, and where we seek to go. Between the April and June Board meetings – the budget will be developed and reviewed by the Finance Committee and Philanthropy Advisors. |
| CNE’s Role in Advocacy | Kakie Brooks | Cristina introduced Grey McLean, Founder, Charlottesville Climate Collaborative (C3), CNE member and donor. Grey provided an overview of the C3 local government climate action advocacy plan and work to help inform CNE’s thinking about its role in advocacy.

Based on the discussion, it is recommended that the CNE Board revisit the current advocacy guidance to address what the committee identified as several built-in contradictions in the current guidance specifically clarifying three areas:
- What does it mean to be an honest broker in advocacy?
- What does it look like to advocate on behalf of the community and nonprofit sector?
- What are the guiding principles under which we advocate?
  - Ex. Single issue versus connects to multiple points?

June – Cristina and Stephanie will review with and propose the FY2019-2020 budget to the Board.

At each quarterly Board meeting, there will be presentation of the budget, year to date, and performance across earned revenue and donations, and an opportunity for board discussion.

Kakie and Cristina will include this on the Board agenda for further dialogue and identification of next steps. |
Governance Committee Meeting
March 5, 2019

In Attendance: Carolyn Burnett (Co-Chair), Susan Dawson (Co-Chair), Cristine Nardi (Executive Director), Kakie Brooks, Christine Jacobs, Lee Catlin

1) Board Recruitment Updates:
   a. Goal of class of 4 to begin July 1. Board approval of slate at April board meeting.
   b. Have recruited 2 candidates. Working on additional.
   c. Active board prospecting has yielded several names for FY20-21.
   d. A new board class of 4 in July will keep us at 13 board members; will need at least 2 additional in 2020 to stay at 13.
   e. Cristine to provide resources as we coordinate May 30 orientation.

2) Retreat:
   a. Some hardship on getting panel members confirmed. If no confirmation within a week, will switch to Plan B of doing a case study followed by panel during a subsequent board meeting.
   b. Carolyn to work on fun activities for the day.

3) Board/Staff Social:
   a. Will aim for September 12th at Peloton Station, invitation to include families and non-board committee members.
   b. Susan to coordinate with Peloton.

4) Fellows Program:
   a. Planning audit of program following completion of current and 5th cohort, summer 2020.
   b. Confirmed decision to have fellows remain non-voting members.

Other Items in Progress:
1) Board “Matchmaking”, Cristine and Kakie making the matches with Academy alum (2 board members) and a board member of a member organization (2 board members)
2) Future board communication will include dashboard survey and solicit anyone who hasn’t yet returned their matchmaking survey
3) Former Board Member Stewardship – would like to invite former board members to weigh in on investor case for support
4) Policy Review - Governance Committee to review policies not assigned to other committees. Christine Jacobs and Cristine to focus on first draft of edits and then will bump back to the committee for final review.
5) Governance Handbook awaiting Cristine’s final review
Philanthropy Advisors Committee Report
For Board Meeting April 2019

Last Meeting 14 March 2019

In attendance:
Dana Harris           Kakie Brooks
Dan Layman            Will Morrison
Michael McKee         Rahul Keshap
Andrea Ayres          Cristine Nardi
Aleen Carey

We reviewed:

Philanthropy Strategy
Philanthropy Day
The Numbers
Additional Community Outreach

Philanthropy Strategy

The development team will create a calendar of key dates for stewardship, appeals, and additional asks to frame our overall strategy.

We discussed the use of specific tangible materials versus digital collateral to engage stakeholders. The importance of a post card or letter interspersed with digital outreach was championed.

Philanthropy Day

Host Committee
We have a strong group of 16 Philanthropy Advisors all wrote thank you notes to Host Committee.
### The Numbers

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<td>172,500</td>
<td>199,260</td>
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<td>20,000</td>
<td>28,000</td>
<td>32,887</td>
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**Individual**  
Pursue = 12,275

**Board**  
Pursue = 38,544

**Corporate**  
Pursue = 39,405

**Foundation**  
Over = 4,887

### Benchmarking

We have engaged with a total of 65 community members representing:
- Small, mixed-size, and larger corporate organizations (24)
- Small, mixed size, and larger nonprofit organizations (20)
- Individual philanthropists (21)

We have one more group with which to convene:
- Community anchor institutions (8)

Breakfast set for 14 May 2019
Philanthropy Day 2018 Continuing Exploration

We are in talks with an organization called the Whitman Institute to host a session around trust-based philanthropy as additional follow-up to key takeaways from Philanthropy Day 2018.

We hosted an in-house webinar in partnership with the Chronicle of Philanthropy called “Making the Case for Operating Support” which was in direct response to members wanting additional information following PDAY 2018. This was our first convening of this type where we brought folks in to participate in a webinar as a group. Andrew Robinson then facilitated an in-person discussion. Of the sixteen people who attended, 93% would recommend the session and 100% would share the information with their colleagues.

Community Bridges New Leaders Lunch

In collaboration with the Vice Provost for Academic Outreach Louis Nelson, we will host 13 UVA and Charlottesville area leaders for an informal lunch on Friday April 12. We will be welcoming many of the new leaders in our area as well as continuing to build on the sentiment of the Community Bridges Run.