



Louisiana Bar Foundation

Diversity, Equity, & Inclusion Audit
April 2024

Table of Contents

Context.....	2
Methodology.....	3
Our DEI Audit Approach.....	4
Our DEI Audit Scope.....	4
Findings.....	6
Within the Membership Experience.....	6
Within the Board Experience.....	13
Within the Staff Experience.....	17
Growth Areas.....	19
Opportunities.....	22
Threats.....	23
Recommendations.....	24
Appendix.....	25
Members Survey.....	25
Board Survey.....	35
Staff Survey.....	39
Membership Roster Data.....	42
Membership Recruitment Data.....	46

Context

The Louisiana Bar Foundation's mission is to preserve, honor, and improve the Louisiana system of justice by funding, developing, or otherwise promoting efforts that enhance the legal profession, increase public understanding of the legal system, and advance the reality of equal justice under the law.

The Foundation is a non-profit 501(c) (3) entity that supports over 70 organizations throughout the state in their efforts to provide legal support and resources to families facing non-criminal, civil legal challenges.

In March 2023, the Board President at the time, Alan G. Brackett, introduced the inception of the Diversity, Equity, and Inclusion Committee to the membership base in their monthly newsletter.

Brackett prefaced the introduction by grounding the foundation's work as having always been and always being one rooted in Diversity, Equity, and Inclusion: *"However, while the LBF has always supported diverse organizations and citizens, and strives to ensure its leadership reflects the diversity of Louisiana, it has become clear that we always need to be intentional in our processes and actions to ensure we remain true to our Mission and goals. We need to apply a DEI lens to the Foundation's work, including the infrastructure, leadership, membership and grants making."*

The committee, co-chaired by board members Adrienne D. White and John C. Nickelson, was tasked with building the foundation's DEI capacity and strategy to ensure all internal and external processes, procedures, and programs are inclusive and equitable.

In year two (23-24 FY), current Board President Deidre Robert actively championed a strong commitment to diversity, equity, and inclusion in a variety of ways thereafter that include but are not limited to: a) hosting DEI workshops in conjunction with Board events to build and deepen board members' awareness of what DEI in action looks like; DEI workshops were attended by Board members, DEI Committee members, and LBF staff; b) engaging in public speaking opportunities and networking events that demonstrate LBF's commitment to attract diverse membership and support causes that further the advancement of DEI; and c) providing other educational CLE programming to deepen awareness on ways to center and advance DEI with the legal profession.

As part of this initiative, the Foundation partnered with K. Allen Consulting, a New Orleans-based education and management consulting firm, to perform a DEI audit to better understand the state of DEI within the organization, particularly as it pertains to the lived experiences of its members. While membership was the primary focus of the audit, the KAC team also gathered qualitative & quantitative data from staff and partners throughout the process.

Methodology

K. Allen Consulting provides a variety of organizational health audits for clients across many industries and sectors. Our audits combine qualitative and quantitative data collection, analysis, reporting, and advising. The K. Allen Consulting team enacts four data sources within the data collection process. This entails a) an artifact request, b) a customized survey or set of surveys, c) general and/or affinity-based focus groups, and d) 1-on-1 interviews.

Given this context, the following process takes place:

- **Artifact Request**
 - Once the client determines the focus areas or domains of its audit, then our team creates an itemized listing of artifacts, such as documents, quantitative data sets, etc., that help paint a comprehensive picture of the state of affairs for a particular area of focus.
 - We submit the artifacts request form and norm on the time period for submission of those materials in accordance with the client's capacity. Our ideal time period for client gathering of artifacts is 2-4 weeks.
- **Survey Distribution**
 - Using the focus area or areas requested by the client, our team custom-creates survey instruments in draft form. We then allow the client to review and provide feedback on the survey draft(s) and utilize an iterative process to refine the final version of the survey.
 - Surveys are then distributed electronically to subjects that the client has chosen.
 - We afford a 2-3 week window for survey completion.
- **Focus Groups Coordination**
 - Clients can choose to have general focus groups composed of a random assortment of subjects, opt into our firm's facilitation of affinity-based focus groups, or have a combination of the two types of focus groups facilitated for data collection purposes.
 - Focus groups can occur virtually via Zoom as a meeting platform or in person utilizing the client's physical facility space.
 - Our focus group size limit is 8-10 participants, and we leverage an electronic sign-up platform (i.e., Sign-Up Genius) to provide the listing of focus group options and the ability to sign up easily. Clients may also choose to host a different form of sign-up on their own, such as a physical sign-up sheet or their own electronic platform method.
- **1-on-1 Interviews**
 - We reserve 1-on-1 interviews for key organizational leaders, such as senior executive leaders, decision-makers, etc. These are conducted virtually and take between 30-45 minutes. Our team coordinates via individual outreach to leaders or via the provision of an Excel spreadsheet for sign-up of particular time slots.

Our DEI Audit Approach

The Louisiana Bar Foundation partnered with K. Allen Consulting in January of 2024 to audit the organization's diversity, equity, and inclusion efforts primarily within its membership base. Organization leaders were interested in better understanding how the organization can recruit, retrain, and best serve a diverse membership base that ultimately works towards better advancing the organization's mission and vision. As such, the audit centered three primary objectives:

- Understand the member experience through the lens of diversity, inclusion, and equity
- Identify members' perceptions of the current strengths and greatest gaps of LBF's membership base, particularly as it pertains to DEI
- Identify staff's perspective on the greatest opportunities and threats in growing and retaining a diverse staff, Board, and membership base in the years to come

As with any DEI initiative, the audit examined diversity across identity markers and considered the intersectionality of various demographics, including race, ethnicity, gender, location, age, tenure in the profession, profession, and financial resources.

Surveys, focus groups, interviews, and analysis of various artifacts were conducted during the process. While staff and committee members were actively engaged and fully participated throughout the process, LBF audit steering committee members believe that competing organizational priorities, including the Board of Directors Self-Assessment Survey, Gala Marketing Emails, and Membership limited broader engagement with board members and general members.

Our DEI Audit Scope

Time Frame

February 1, 2024 - March 10, 2024

Surveys

During the data collection window, three different surveys were administered: the Membership Survey, the Board Member Survey, and the Staff Survey.

- Board Survey: 6 Respondents, 26% Participation*
- Staff Survey: 7 Respondents, 47% Participation
- Members Survey: 32 Respondents, 3% Participation*

**LBF audit steering committee members believe that broader engagement with board members and general members was limited by competing organizational priorities, including the Board of Directors Self-Assessment Survey, Gala Marketing Emails, and Membership.*

Email Analytics for Reference (considers reminder emails as well)

Board Survey – Sent to 24 | 13 opens | 7 clicks on survey

This competed with the Board of Directors self-assessment survey that needed to go out for governance purposes.

Member Survey – Sent to 1,188 members | 195 opens | 52 clicks on survey

Staff Survey – Sent to 17 | 7 opens | 7 clicks on survey

This competed with other internal surveys staff has had to complete this year.

Focus Groups

Initially invited 358 members | 60 opens | 10 clicks on sign up link

Invited an additional 372 members | 124 opens | 19 clicks on sign up link

The February Newsletter with DEI introductory language went out to 20,000 people, and approximately 4,800 opened the email.

Focus Groups

Of the 60 slots offered to the selected audiences, 8 slots were filled. These include 4 grantees, 2 CPP, and 2 charter fellows.

Interviews

Four interviews were conducted and completed. These interviews included Laura Sewell – Acting CEO/ED; Deidre Robert – Current Board President; Alan Brackett – Past Board President; and Maggie Simar -Membership Subcommittee.

Artifacts

The primary artifact documents that were submitted include:

- 2014, 2019, 2023 Membership Rosters
- Recruitment & Membership Breakdown
- Articles of Incorporation
- Foundation Bylaws
- Employee Handbook
- Various recruitment campaign materials
- Membership Newsletters
- Pop-Up Tour Information and Documents

Findings

The findings within this report have been disaggregated by the analyzed stakeholder engagement groups: members, board members, and staff.

Strengths

Within the Membership Experience

Finding: Breadth of Recruitment & Membership in Diverse Locations

Analysis of the Recruitment Database found that the organization has identified potential members in 296 unique cities. Of those cities, 22 cities had more than 100 recruits identified.

Location of Recruits with more than 100+		
	#	%
Opelousas	102	0.52%
River Ridge	107	0.55%
Denham Springs	111	0.57%
New Iberia	111	0.57%
Thibodaux	114	0.58%
Gonzales	115	0.59%
Prairieville	117	0.60%
Hammond	136	0.70%
Kenner	161	0.82%
Slidell	166	0.85%
Houma	178	0.91%
Gretna	268	1.37%
Alexandria	285	1.46%
Monroe	353	1.81%
Mandeville	441	2.26%
Lake Charles	507	2.60%
Covington	518	2.65%
Shreveport	830	4.25%
Lafayette	1216	6.23%
Metairie	1608	8.24%
Baton Rouge	3434	17.59%
New Orleans	5854	29.98%

Source: Recruitment & Membership Breakdown

Analysis of the available data within the membership rosters from 2014, 2019, and 2023 as it pertains to location further revealed that the organization has members throughout the state and several members in states outside of Louisiana.

Locations					
2014		2019		2023	
Biloxi	1	Abita Springs	1	Abita Springs	1
Cameron	1	Belle Chasse	1	Bannockburn	1
Chicago	1	Bourg	1	Breaux Bridge	1
Crowley	1	Cameron	1	Cameron	1
Franklinton	1	Chalmette	1	Courbevoie	1
Gonzales	1	Chapel Hill	1	Cullen	1
Hammond	1	Glynn	1	Denham Springs	1
Humble	1	Gonzales	1	Franklin	1
Jefferson	1	Hammond	1	Franklinton	1
Jena	1	Houston	1	Glynn	1
Jonesville	1	Jefferson	1	Hahnville	1
Mountain City	1	Jena	1	Harahan	1
Nashville	1	Jonesville	1	Harvey	1
Pineville	1	Kirkland	1	Hattiesburg	1
River Ridge	1	La Place	1	Homer	1
Ruston	1	Lockport	1	Jena	1
Saint Martinville	1	Mansfield	1	Kirkland	1
Saint Rose	1	Minden	1	La Place	1
Santa Rosa Beach	1	Morgan City	1	Leesville	1
Sedona	1	Saint Martinville	1	Lockport	1
Terrytown	1	Saint Rose	1	Luling	1
Ventress	1	Sedona	1	Lutherville Timonium	1
Dallas	2	Slidell	1	Mansfield	1
Gretna	2	Terrytown	1	Marksville	1
Luling	2	Gretna	2	Menlo Park	1
Morgan City	2	Opelousas	3	Mer Rouge	1
Thibodaux	2	Thibodaux	3	Minden	1
Houston	3	Houma	4	Mobile	1
Houma	4	Shreveport	4	Mountain City	1

Mandeville	4	Covington	6	Nacogdoches	1
Monroe	4	Mandeville	6	New Iberia	1
Shreveport	4	Alexandria	7	Pass Christian	1
Alexandria	5	Lake Charles	7	Plaquemine	1
Lake Charles	6	Monroe	10	Prairieville	1
Metairie	8	Metairie	11	Saint Rose	1
Covington	9	Baton Rouge	14	San Francisco	1
Lafayette	10	Lafayette	14	Santa Rosa Beach	1
Baton Rouge	19	New Orleans	33	Skokie	1
New Orleans	30			Slidell	1
				Southlake	1
				Terrytown	1
				Zachary	1
				Chalmette	2
				Crowley	2
				Houston	2
				Jonesville	2
				Tampa	2
				Gonzales	3
				Gretna	3
				Jefferson	3
				Ruston	3
				Hammond	4
				Opelousas	4
				Thibodaux	4
				Houma	7
				Shreveport	7
				Covington	9
				Mandeville	9
				Alexandria	12
				Monroe	15
				Metairie	16
				Lake Charles	18
				Lafayette	24
				Baton Rouge	40
				New Orleans	78

Source: 2014, 2019, 2023 Membership Rosters

The organization’s ability to recruit and retain members in the state's smaller and/or rural areas was particularly interesting. The organization has a significant stronghold in New Orleans, Baton Rouge, and Lafayette, but has recently emphasized recruiting throughout the state. In 2023, the number of cities with members grew by 22, indicating further expansion into various locations throughout the state.

One or Two Member Cities Over Time						
	2014		2019		2023	
	#	%	#	%	#	%
Number of Cities	27	70%	25	38%	47	72.30%
Number of Members	32	23.19%	26	17.57%	52	16.72%
Name of Cities	Biloxi, Cameron, Chicago, Crowley, Franklinton, Gonzales, Hammond, Humble, Jefferson, Jena, Jonesville, Mountain City, Nashville, Pineville, River Ridge, Ruston, Saint Martinville, Saint Rose, Santa Rosa Beach, Sedona, Terrytown, Ventress, Dallas, Gretna, Luling, Morgan City, Thibodaux		Abita Springs, Belle Chasse, Bourg, Cameron, Chalmette, Chapel Hill, Glynn, Gonzales, Hammond, Houston, Jefferson, Jena, Jonesville, Kirkland, La Place, Lockport, Mansfield, Minden, Morgan City, Saint Martinville, Saint Rose, Sedona, Slidell, Terrytown, Gretna		Abita Springs, Bannockburn, Breaux Bridge, Cameron, Courbevoie, Cullen, Denham Springs, Franklin, Franklinton, Glynn, Hahnville, Harahan, Harvey, Hattiesburg, Homer, Jena, Kirkland, La Place, Leesville, Lockport, Luling, Lutherville, Timonium, Mansfield, Marksville, Menlo Park, Mer Rouge, Minden, Mobile, Mountain City, Nacogdoches, New Iberia, Pass Christian, Plaquemine, Prairieville, Saint Rose, San Francisco, Santa Rosa Beach, Skokie, Slidell, Southlake, Terrytown, Zachary, Chalmette, Crowley, Houston, Jonesville, Tampa	

Source: 2014, 2019, 2023 Membership Rosters

While New Orleans remains the focal point of membership, a further breakdown of new members in 2023 revealed increased members in Central and North Louisiana.

Locations of New Members in 2023	
Cities	# of Members
Breaux Bridge, Chalmette, Crowley, Cullen, Denham Springs, Franklin, Franklinton, Hahnville, Harahan, Harvey, Hattiesburg, Homer, Jonesville, Leesville, Lutherville Timonium, Marksville, Menlo Park, Mer Rouge, Mobile, Nacogdoches, New Iberia, Opelousas, Pass Christian, Plaquemine, Prairieville, San Francisco, Skokie, Slidell, Southlake, Terrytown, Zachary	1
Gonzales, Gretna, Houston, Jefferson, Ruston, Tampa, Thibodaux	2
Covington, Hammond, Houma, Mandeville	3
Shreveport	4

Alexandria	6
Monroe	8
Metairie	9
Lake Charles	11
Lafayette	15
Baton Rouge	22
New Orleans	51

Source: 2014, 2019, 2023 Membership Rosters

To further understand the organization’s ability to retain members, the KAC Team examined the members on the roster in 2014 who were still members in 2019 and 2023, disaggregated by location. The team found that declines in retention in the one—or two-member cities were consistent with declines in membership in the larger cities. This finding provided the basis for the conclusion that the organization could retain members in these smaller towns and cities even through COVID-19.

Retention of 2014 Members by Location					
	Members in 2014	2019		2023	
1-2 Member Cities	33	57.58% (-42.42%)	19	24.24% (-33.34%)	8
New Orleans	30	83.33% (-16.67%)	25	53.33% (-30%)	16
Baton Rouge	19	57.89% (-42.11%)	11	26.32% (-31.57%)	5
Shreveport	9	66.67% (33.33%)	6	55.56% (-11.11%)	5
Alexandria	5	100.00% (0%)	5	80.00% (-20%)	4
Lafayette	10	80.00% (-20%)	8	20.00% (-60%)	2

Source: 2014, 2019, 2023 Membership Rosters

Further, this data shows particularly high retention in areas such as Alexandria and Shreveport. Understanding the membership conditions in these two cities might provide further insights into how to replicate high retention efforts in other cities outside of New Orleans and Baton Rouge.

Finding: Satisfaction in the Acadiana Region

Members in the Acadiana Region who participated in the survey consistently rated the organization higher than other locations on various indicators.

4. Please rate the following statements: LBF is inclusive and treats all members with respect, regardless of their occupation.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Region					
North Louisiana	0%	0%	20%	40%	40%
Central Louisiana	20%	0%	20%	40%	20%
Acadiana	0%	0%	20%	20%	60%
Florida Parishes*	0%	0%	75%	0%	25%
Greater New Orleans	0%	0%	54%	15%	31%

**East and West Feliciana, East Baton Rouge, Livingston, St. Helena, St. Tammany, Tangipahoa and Washington Parishes*

**Source: 2024 DEI Membership Survey*

6. Please rate the following statements: LBF is inclusive and treats all members with respect, regardless of their race and/or ethnicity.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Region					
North Louisiana	0%	0%	20%	40%	40%
Central Louisiana	20%	0%	20%	40%	20%
Acadiana	0%	0%	40%	0%	60%
Florida Parishes*	0%	0%	75%	0%	25%
Greater New Orleans	0%	8%	46%	15%	31%

**East and West Feliciana, East Baton Rouge, Livingston, St. Helena, St. Tammany, Tangipahoa and Washington Parishes*

**Source: 2024 DEI Membership Survey*

9. There is adequate racial/ethnic representation within the membership base of LBF.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Region					
North Louisiana	0%	0%	80%	20%	0%
Central Louisiana	0%	20%	20%	60%	0%
Acadiana	0%	0%	40%	60%	0%
Florida Parishes*	0%	50%	50%	0%	0%
Greater New Orleans	0%	15%	62%	15%	8%

**East and West Feliciana, East Baton Rouge, Livingston, St. Helena, St. Tammany, Tangipahoa, and Washington Parishes*

**Source: 2024 DEI Membership Survey*

Of particular interest was the Acadiana members' interest, support, and confidence in the need to operationalize DEI. The KAC Team has conducted previous trainings within the region, and further investigation should be done to determine if there is a direct correlation between the two.

12. To what extent do you feel knowledgeable and equipped to center, navigate, and/or meaningfully integrate diversity and inclusion within your daily work at LBF?				
	Not at all	Somewhat	Very well equipped	Unsure
Region				
North Louisiana	0%	0%	20%	80%
Central Louisiana	0%	60%	20%	20%
Acadiana	0%	40%	60%	0%
Florida Parishes*	25%	25%	0%	50%
Greater New Orleans	31%	15%	39%	15%

**East and West Feliciana, East Baton Rouge, Livingston, St. Helena, St. Tammany, Tangipahoa and Washington Parishes*

**Source: 2024 DEI Membership Survey*

Finding: Higher Satisfaction with Judges

The judges who responded to the survey perceived the organization to be respectful at greater rates than other occupations.

4. Please rate the following statements: LBF is inclusive and treats all members with respect, regardless of their occupation.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Current Occupation					
Attorney	0%	0%	43%	30%	26%
Judge	0%	0%	40%	0%	60%
Other	25%	0%	25%	0%	50%

**Source: 2024 DEI Membership Survey*

6. Please rate the following statements: LBF is inclusive and treats all members with respect, regardless of their race and/or ethnicity.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Current Occupation					
Attorney	0%	4%	43%	26%	26%
Judge	0%	0%	40%	0%	60%
Other	50%	0%	0%	0%	50%

**Source: 2024 DEI Membership Survey*

Within the Board Experience

Finding: Commitment to DEI at the Board Level

The Board’s commitment to diversity, equity, and inclusion is an integral part of the Board’s identity, values, and priorities. Board policy indicates:

“Board members should be representative of the diverse ethnic, gender, legal and geographic communities of Louisiana and have demonstrated a

*commitment to and familiarity with the Louisiana civil legal aid community.
[As Amended May 2002] [As Amended July 2003] [As Amended July 2009]
[As Amended April 2017]”*

One-on-one interviews with Board leadership further elaborated on the intentionality with which Board members are cultivated and selected to ensure diversity and representation across several different identity markers, including location, age, occupation, type of practice, race, gender, and ethnicity.

Board leadership, including past president Alan Brackett and current president Deidre Robert, prioritized centering diversity, equity, and inclusion within the membership and staff experience during their tenure. Such examples of this commitment can be found in establishing the Diversity, Equity, and Inclusion Committee, the resources allotted to this audit, and various trainings the organization has provided members regarding issues related to diversity, equity, and inclusion.

Alan Brackett in the February/March 2023 Newsletter stated:

“The Louisiana Bar Foundation has always been focused on Diversity, Equity, and Inclusion. Funding civil legal aid has always been about caring for those who may otherwise be uncared for, which is disproportionately people of color. However, while the LBF has always supported diverse organizations and citizens, and strives to ensure its leadership reflects the diversity of Louisiana, it has become clear that we always need to be intentional in our processes and actions to ensure we remain true to our mission and goals. We need to apply a DEI lens to the Foundation’s work, including the infrastructure, leadership, membership, and grants making.”

In year two (23-24 FY) current Board President Deidre Robert actively championed a strong commitment to diversity, equity, and inclusion in a variety of ways thereafter that include but are not limited to: a) hosting DEI workshops in conjunction with Board events to build and deepen board members’ awareness of what DEI in action looks like; DEI workshops were attended by Board members, DEI Committee members, and LBF staff; b) engaging in public speaking opportunities and networking events that demonstrate LBF’s commitment to attract diverse membership and support causes that further the advancement of DEI; and c) and providing other educational CLE programming to deepen awareness on ways to center and advance DEI with the legal profession.

Furthermore, board members who engaged in the survey shared how issues and topics related to the organization’s DEI initiatives and ongoing commitments are shared during board meetings at regular intervals.

1. What information does leadership provide to the board regarding the organization’s practices, strategy, and performance related to diversity, equity, and inclusion? Please select all that apply.	
Overall diversity and inclusion strategy and progress against that strategy	83.00%
Diversity metrics (e.g., leadership and workforce representation, membership recruitment strategies, membership retention strategies, grantee diversity, etc.)	33.30%
Inclusion metrics (e.g., engagement survey results, findings from exit interviews)	33.30%
Employment metrics (e.g., pay and benefits, promotion inequities, attrition inequities)	33.30%
No information is provided to the board	0%
Other: DEI Committee Reports; DEI Workshops	16.70%

**Source: 2024 DEI Board Survey*

2. How often are diversity, equity, and inclusion-related matters on the agenda of the board and/or agenda(s) of the committee(s) responsible for oversight of DEI matters?	
Annually	0.00%
Bi-Annually	0.00%
At every board meeting	83.33%
As needed	16.67%
Never	0%
Other frequency	0%

**Source: 2024 DEI Board Survey*

3. Which of the following actions has LBF taken or intends to take as a component of the organization’s ongoing commitment to diversity, equity, and inclusion? Click all that apply.	
Hiring a Chief Diversity Office (or similar position), or elevating a similar role currently in place	16.70%
Performing an assessment to understand potential racial inequities and biases and to understand the experiences of the organization’s staff, members, and grantees - particularly those from underrepresented or marginalized communities.	83.3%
Establish or enhance company wide diversity, equity, and inclusion strategies, policies, and practices	66.70%
Including at least one underrepresented minority in every slate of candidates for	0%

every open position of a certain type within the workforce (aka “Rooney Rule”)	
Establishing new hiring or promotion goals related to workforce and management-level diversity	0%
Reviewing/updating, if warranted, executive succession plans to include a focused effort to build a pipeline of diverse candidates	17%
Establishing metrics to support accountability of the diversity, equity, and inclusion, strategy, performance, and execution	33.30%
Establish new policies or practices related to third-party relationships (e.g. procurement policies requiring consideration of minority suppliers)	0%
Enhanced and/or expanded public disclosures related to board and workforce DEI (goals, metrics, transparency report, ect.)	16.70%
Updating or establishing new board policies and practices to incorporate enhanced and/or expanded DEI focus and oversight	83.30%

**Source: 2024 DEI Board Survey*

One consideration for the organization moving forward is to set specific metrics and establish key indicators for measuring progress toward specific DEI-related goals. This would further advance the work and provide accountability for meeting specific goals.

Finding: Respectful Board Culture & Climate

Board members responded highly regarding their satisfaction with the board culture and climate.

6. Fellow board members are respectful and inclusive toward each other.	
Strongly Disagree	0%
Disagree	0.00%
Neither Disagree or Agree	0%
Agree	16.67%
Strongly Agree	83.33%

**Source: 2024 DEI Board Survey*

12. How satisfied are you with how the Board functions and its culture and climate?	
<i>*Question rated out of 5</i>	
Average	4.67

**Source: 2024 DEI Board Survey*

A consideration for further investigation is whether the traditions, practices, policies, values, and behaviors that directly contribute to such a positive culture have been specifically named and codified to ensure that the culture is sustainable regardless of who is on the board.

Within the Staff Experience

Finding: Staff culture has improved in the last year, with a large percentage of staff reporting a respectful environment.

Significant improvements have been made to the internal staff culture and climate over the past year. Staff surveyed and interviewed shared increased prioritization of developing systems, structures, policies, and procedures to ensure all staff felt a sense of physical, mental, and emotional well-being and safety while at work.

Staff who engaged in the survey were given the option to share further information regarding their responses to the culture and climate questions, in which 75% of the staff employed at LBF for 10+ years shared that their survey responses were based on the interim leadership.

1. In my individual/personal experience, LBF’s work environment is a respectful and inclusive work environment for me.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Employed at LBF <10	0.00%	0%	0%	67%	33%
Employed at LBF 10+	0.00%	0%	0%	50%	50%

**Source: 2024 DEI Staff Survey*

8. How satisfied are you with the overall staff culture & climate at LBF?					
	Very Dissatisfied	Dissatisfied	Neither Dissatisfied or Satisfied	Satisfied	Very Satisfied
Employed at LBF <10	0.00%	0%	33%	67%	0%

Employed at LBF 10+	0.00%	0%	25%	0%	75%
----------------------------	-------	----	-----	----	-----

**Source: 2024 DEI Staff Survey*

Finding: Codified policies and procedures to ensure diversity, equity, and inclusion within the workplace

Updates to the Employee Handbook in the spring of 2024 focused on systems, policies, and procedures to ensure the working environment fostered a sense of safety. The handbook provided clearly defined staff grievance and anti-discrimination policies and supported efforts to create an environment where employees knew what to do and where to go if they had any questions or concerns.

Similar to Board Culture, further investigation should be done to understand better the systemic positive and intentional policies and practices new leaders have instilled to foster a positive workplace environment and ensure the culture is sustainable and scalable.

Finding: Staff's Commitment to DEI

Staff members agreed that DEI was important to embrace and center at the organization. They were specifically interested in furthering their understanding of DEI through clear frameworks for supporting it and resource tools (podcasts, books, presentations, films, documentaries, etc.).

10. Do you feel that Diversity, Equity, and Inclusion (DEI) is important to embrace and center at LBF?				
	No	Somewhat	Yes	Unsure
Employed at LBF <10	0.00%	33%	67%	0%
Employed at LBF 10+	0.00%	0%	100%	0%

**Source: 2024 DEI Staff Survey*

12. I would love the following support in order to learn more about DEI: (Click All That Apply)	
Employed at LBF <10	Clear frameworks for supporting Diversity, Equity, and Inclusion
Employed at LBF 10+	Clear frameworks for supporting Diversity, Equity, and Inclusion
	Resource tools (podcasts, books, presentations, films, documentaries, etc.)

**Source: 2024 DEI Staff Survey*

Growth Areas

Finding: Lack of Clear Case & Vision for DEI Throughout the Organization

While the Board’s commitment to DEI is a notable strength, there was a lack of consistency organization-wide, particularly within the membership base and staff. While there have been specific DEI-related initiatives and focuses, there was a lack of an organization-wide DEI vision statement that had practical implications for various stakeholder groups.

Regarding the membership base, members could not articulate a clear rationale for diversifying the membership base to achieve the organization’s stated mission and vision. At the heart of this lack of clarity was tension within the organization about the role and importance of members. Providing further clarity about who a member is and why members are essential to the organization’s mission will be a critical first step in determining meaningful recruitment and programming strategies.

10. To your knowledge, does LBF provide a clear statement, vision, or framework for its commitment to DEI?				
	No	Somewhat	Yes	Unsure
Member Status				
Active	4%	4%	42%	50%
Non-Active	0%	0%	75%	25%
Region				
North Louisiana	0%	0%	20%	80%
Central Louisiana	0%	20%	60%	20%
Acadiana	0%	0%	100%	0%
Florida Parishes*	25%	0%	0%	75%
Greater New Orleans	0%	54%	46%	0%
Current Occupation				
Attorney	4%	0%	52%	43%
Judge	0%	0%	20%	80%
Other	25%	0%	0%	50%
Membership Tenure				
10 or less years	0%	0%	25%	75%
11 to 20 years	0%	0%	71%	29%
21+ years	6%	6%	47%	41%

**East and West Feliciana, East Baton Rouge, Livingston, St. Helena, St. Tammany, Tangipahoa and Washington Parishes*

**Source: 2024 DEI Membership Survey*

11. Do you feel that Diversity, Equity, and Inclusion (DEI) is important to embrace and center at LBF?				
	No	Somewhat	Yes	Unsure
Member Status				
Active	8%	13%	75%	4%
Non-Active	62.50%	0%	25%	12.50%
Region				
North Louisiana	0%	20%	80%	0%
Central Louisiana	20%	0%	80%	0%
Acadiana	20%	0%	60%	20%
Florida Parishes*	25%	0%	75%	0%
Greater New Orleans	31%	15%	46%	8%
Current Occupation				
Attorney	26%	13%	52%	9%
Judge	0%	0%	100%	0%
Other	25%	0%	75%	0%
Membership Tenure				
10 or less years	13%	25%	62%	0%
11 to 20 years	29%	14%	29%	29%
21+ years	24%	0%	76%	18%

**East and West Feliciana, East Baton Rouge, Livingston, St. Helena, St. Tammany, Tangipahoa and Washington Parishes*

**Source: 2024 DEI Membership Survey*

While the staff shared a commitment and interest in centering DEI within the workplace, they felt that the organization needed to provide more training or support to do so.

9. To your knowledge, does LBF provide a clear statement, vision, or framework for its commitment to DEI?				
	No	Somewhat	Yes	Unsure
Employed at LBF <10	33.00%	33%	33%	0%
Employed at LBF 10+	0.00%	50%	50%	0%

**Source: 2024 DEI Staff Survey*

11. To what extent do you feel LBF has equipped you to center, navigate, and/or meaningfully integrate diversity and inclusion within your daily work at LBF?				
	Not at all	Somewhat	Very well equipped	Unsure
Employed at LBF <10	33.00%	33%	33%	0%
Employed at LBF 10+	0.00%	50%	0%	50%

**Source: 2024 DEI Staff Survey*

Finding: Inconsistent & Incomplete Membership Data

There is limited and inconsistent demographic data being collected and analyzed by staff. The audit analyzed Membership Rosters from 2014, 2019, 2023. Of those rosters, there was limited data included in reports:

- 2014: Between 130-240 data points (22%-40% of total records)
- 2019: Between 149 - 277 data points (27% - 50% of total records)
- 2023: Between 206 - 313 data points (25% - 39% of total records)

Furthermore, specific demographic data is voluntarily collected, limiting the ability to make data-based programmatic and development decisions.

Finding: Lack of Differentiated Recruitment and Membership Strategies

Recruitment of members and development pitches were primarily ethos-focused and were not differentiated for various audience groups. During focus groups, members specifically spoke to lawyers' and rural community members' unique interests and needs. However, except for a differentiated appeal for Judges, messaging in materials such as the Pop-Up Tour, Membership Appeals, and Membership Renewals does not consider member location, type of law practiced, firm size, or professional tenure. This is particularly important when speaking towards the value-add of membership and interest.

Finding: Inconsistent Value-Add for Diverse Membership

Due to a lack of knowledge about member identity and demographics, membership programming is more of a one-size-fits-all approach than diversifying programming based on the needs of various groups of members. Focus group participants spoke to low attendance at Pop-Up Tour events and attributed it to a perceived lack of relevance or misalignment between membership benefits and needs.

Opportunities

Finding: Opportunity to Further Codify Development & Membership Data

Strategically identify the demographic and identity markers that would be important inputs for developing a robust membership experience. Determine how to maintain membership rosters over time and codify the systems and structures needed to ensure sustainable data collection processes.

Finding: Opportunity to Develop Nuanced Approaches to Programming

Strategically identify the target membership base the organization will most benefit from cultivating and then develop targeted programming to meet the unique needs of those groups. Consider including affinity-based support structures that would uniquely foster connection and belonging for a diverse group of members. This could include affinity groups for lawyers who are new parents or have young families, women attorneys, attorneys in rural communities, solo practitioners or attorneys working in small firms, etc.

Finding: Further Development of DEI Frameworks and Practices with Staff

Alongside a concerted effort to improve the workplace culture for all staff, provide professional growth opportunities that promote individuals' soft skills regarding interacting and collaborating with people across diverse backgrounds. The staff's work with both the grantees, who by the nature of the organization are diverse, and the members, requires them to operate with high emotional intelligence and awareness.

Staff requested frameworks and resources to support them on this topic. This could include book studies, affinity groups, professional development, or other forms of ongoing professional development.

12. I would love the following support in order to learn more about DEI: (Click All That Apply)	
Employed at LBF <10	Clear frameworks for supporting Diversity, Equity, and Inclusion
Employed at LBF 10+	Clear frameworks for supporting Diversity, Equity, and Inclusion
	Resource tools (podcasts, books, presentations, films, documentaries, etc.)

**Source: 2024 DEI Membership Survey*

Threats

Finding: Lack of Clear Value Proposition for DEI

Without a commitment to a clear vision, established practices and policies, and programming, a perception that the organization is inaccessible will continue and further a lack of engagement with a diverse membership base.

Risks:

- Deepening polarization amongst your member base on the topic
- Sending mixed or unclear messages to staff and members as to the organization's desired relationship with DEI
- Losing potential prospects who care deeply about DEI, are looking for an organization that embraces DEI, etc.
 - For instance, not setting staff or organizational leaders up for success or providing guidance on how to operationalize DEI within their respective workstreams clearly

Recommendations

Recommendation #1: Develop a clear DEI Vision Statement.

- a. [Sample DEI Vision Statement #1](#)
- b. [Sample DEI Vision Statement #2](#)

Recommendation #2: Define your DEI priorities.

- c. Determine what specific domains of your organization (staff and/or board) you'd like to operationalize DEI more clearly. In other words, what are your DEI priorities? For instance, this could entail updating job descriptions on the staff side with DEI-related competencies under the soft skills or mindsets/beliefs section, or providing an introductory DEI training (live or via digital course) for all new board members or all new members to the organization within their first 30-60 days or joining.
- d. [Domains of DEI](#)

Recommendation #3: Develop a clear DEI Action Plan.

- e. [Sample DEI Action Plans](#)
- f. Within your plan, determine how you'd like to build the knowledge and skills of members and staff in this topic area. This could entail training, coaching, offering literature (e.g., book studies), etc.
- g. Determine what specific ongoing offerings or opportunities you'd like to offer members to drive a diverse and inclusive membership base further.

Appendix

Members Survey

1. Please rate the following statements: My interactions with staff at Louisiana Bar Foundation have been positive and respectful.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Member Status					
Active	4%	4%	8%	25%	58%
Non-Active	0%	0%	38%	38%	24%
Region					
North Louisiana	0%	0%	0%	0%	100%
Central Louisiana	20%	0%	0%	20%	60%
Acadiana	0%	0%	20%	20%	60%
Florida Parishes	0%	0%	25%	50%	25%
Greater New Orleans	0%	8%	23%	38%	31%
Current Occupation					
Attorney	0%	4%	22%	30%	43%
Judge	0%	0%	0%	20%	80%
Other	25%	0%	0%	50%	25%
Membership Tenure					
10 or less years	0%	13%	0%	0%	87%
11 to 20 years	0%	0%	29%	29%	42%
21+ years	6%	0%	18%	41%	35%

2. Please rate the following statements: My interactions with other members of the Louisiana Bar Foundation have been positive and respectful.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Member Status					
Active	4%	4%	13%	42%	38%

Non-Active	0%	0%	38%	38%	24%
Region					
North Louisiana	0%	0%	20%	20%	60%
Central Louisiana	20%	0%	0%	20%	60%
Acadiana	0%	0%	20%	20%	60%
Florida Parishes	0%	0%	0%	75%	25%
Greater New Orleans	0%	8%	31%	46%	15%
Current Occupation					
Attorney	0%	4%	26%	48%	22%
Judge	0%	0%	0%	20%	80%
Other	25%	0%	0%	50%	25%
Membership Tenure					
10 or less years	0%	13%	25%	25%	37%
11 to 20 years	0%	0%	14%	43%	43%
21+ years	6%	0%	18%	47%	29%

3. Please rate the following statements: My interactions with members of the Board have been positive and respectful.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Member Status					
Active	4%	4%	21%	25%	46%
Non-Active	0%	0%	50%	25%	25%
Region					
North Louisiana	0%	0%	20%	0%	80%
Central Louisiana	20%	0%	20%	20%	40%
Acadiana	0%	0%	20%	20%	60%
Florida Parishes	0%	0%	25%	50%	25%
Greater New Orleans	0%	8%	38%	31%	23%
Current Occupation					
Attorney	0%	4%	35%	26%	35%
Judge	0%	0%	20%	20%	60%

Other	25%	0%	0%	50%	25%
Membership Tenure					
10 or less years	0%	13%	13%	13%	61%
11 to 20 years	0%	0%	43%	14%	43%
21+ years	5%	0%	29%	35%	29%

4. Please rate the following statements: LBF is inclusive and treats all members with respect, regardless of their occupation.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Member Status					
Active	4%	0%	33%	25%	38%
Non-Active	0%	0%	62.50%	12.50%	25%
Region					
North Louisiana	0%	0%	20%	40%	40%
Central Louisiana	20%	0%	20%	40%	20%
Acadiana	0%	0%	20%	20%	60%
Florida Parishes	0%	0%	75%	0%	25%
Greater New Orleans	0%	0%	54%	15%	31%
Current Occupation					
Attorney	0%	0%	43%	30%	26%
Judge	0%	0%	40%	0%	60%
Other	25%	0%	25%	0%	50%
Membership Tenure					
10 or less years	0%	0%	37%	26%	37%
11 to 20 years	0%	0%	43%	14%	43%
21+ years	6%	0%	41%	24%	29%

5. Please rate the following statements: **LBF is inclusive and treats all members with respect, regardless of their region.**

	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Member Status					
Active	4%	4%	29%	25%	38%
Non-Active	0%	0%	75%	0%	25%
Region					
North Louisiana	0%	20%	40%	40%	40%
Central Louisiana	20%	0%	40%	20%	20%
Acadiana	0%	0%	40%	0%	60%
Florida Parishes	0%	0%	75%	0%	25%
Greater New Orleans	0%	8%	46%	15%	31%
Current Profession					
Attorney	0%	4%	43%	26%	26%
Judge	0%	0%	40%	0%	60%
Other	25%	0%	25%	0%	50%
Membership Tenure					
10 or less years	0%	13%	25%	25%	37%
11 to 20 years	0%	0%	57%	0%	43%
21+ years	6%	0%	41%	24%	29%

6. Please rate the following statements: LBF is inclusive and treats all members with respect, regardless of their race and/or ethnicity.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Member Status					
Active	4%	4%	29%	25%	38%
Non-Active	0%	0%	75%	0%	25%
Region					
North Louisiana	0%	0%	20%	40%	40%
Central Louisiana	20%	0%	20%	40%	20%
Acadiana	0%	0%	40%	0%	60%

Florida Parishes	0%	0%	75%	0%	25%
Greater New Orleans	0%	8%	46%	15%	31%
Current Profession					
Attorney	0%	4%	43%	26%	26%
Judge	0%	0%	40%	0%	60%
Other	50%	0%	0%	0%	50%
Membership Tenure					
10 or less years	0%	13%	25%	25%	37%
11 to 20 years	0%	0%	57%	0%	43%
21+ years	6%	0%	41%	24%	29%

7. Please rate the following statements: LBF is inclusive and treats all members with respect, regardless of their gender.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Member Status					
Active	4%	4%	29%	21%	42%
Non-Active	0%	0%	75%	0%	25%
Region					
North Louisiana	0%	0%	20%	40%	40%
Central Louisiana	20%	0%	20%	40%	20%
Acadiana	0%	0%	40%	0%	60%
Florida Parishes	0%	0%	75%	0%	25%
Greater New Orleans	0%	8%	46%	8%	38%
Current Profession					
Attorney	0%	4%	43%	22%	30%
Judge	0%	0%	40%	0%	60%
Other	25%	0%	25%	0%	50%
Membership Tenure					
10 or less years	0%	13%	25%	25%	37%
11 to 20 years	0%	0%	57%	0%	43%
21+ years	6%	0%	41%	18%	35%

8. Please rate the following statements: LBF is inclusive and treats all members with respect, regardless of the level of their education or alma mater.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Member Status					
Active	4%	4%	29%	29%	33%
Non-Active	7%	0%	0%	0%	25%
Region					
North Louisiana	0%	0%	20%	40%	40%
Central Louisiana	20%	0%	20%	40%	20%
Acadiana	0%	0%	40%	20%	40%
Florida Parishes	0%	0%	75%	0%	25%
Greater New Orleans	0%	8%	46%	15%	31%
Current Profession					
Attorney	0%	4%	43%	30%	22%
Judge	0%	0%	40%	0%	60%
Other	25%	0%	25%	0%	50%
Membership Tenure					
10 or less years	0%	13%	25%	25%	37%
11 to 20 years	0%	0%	57%	0%	43%
21+ years	6%	0%	41%	29%	24%

9. There is adequate racial/ethnic representation within the membership base of LBF.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Member Status					
Active	0%	17%	54%	29%	0%
Non-Active	0%	12.50%	50%	25%	12.50%
Region					
North Louisiana	0%	0%	80%	20%	0%

Central Louisiana	0%	20%	20%	60%	0%
Acadiana	0%	0%	40%	60%	0%
Florida Parishes	0%	50%	50%	0%	0%
Greater New Orleans	0%	15%	62%	15%	8%
Current Profession					
Attorney	0%	17%	43%	35%	4%
Judge	0%	0%	100%	0%	0%
Other	0%	25%	50%	25%	0%
Membership Tenure					
10 or less years	0%	0%	75%	25%	0%
11 to 20 years	0%	0%	57%	0%	43%
21+ years	0%	29%	41%	24%	6%

10. To your knowledge, does LBF provide a clear statement, vision, or framework for its commitment to DEI?				
	No	Somewhat	Yes	Unsure
Member Status				
Active	4%	4%	42%	50%
Non-Active	0%	0%	75%	25%
Region				
North Louisiana	0%	0%	20%	80%
Central Louisiana	0%	20%	60%	20%
Acadiana	0%	0%	100%	0%
Florida Parishes	25%	0%	0%	75%
Greater New Orleans	0%	54%	46%	0%
Current Profession				
Attorney	4%	0%	52%	43%
Judge	0%	0%	20%	80%
Other	25%	0%	0%	50%
Membership Duration				
10 or less years	0%	0%	25%	75%
11 to 20 years	0%	0%	71%	29%

21+ years	6%	6%	47%	41%
-----------	----	----	-----	-----

11. Do you feel that Diversity, Equity, and Inclusion (DEI) is important to embrace and center at LBF?				
	No	Somewhat	Yes	Unsure
Member Status				
Active	8%	13%	75%	4%
Non-Active	62.50%	0%	25%	12.50%
Region				
North Louisiana	0%	20%	80%	0%
Central Louisiana	20%	0%	80%	0%
Acadiana	20%	0%	60%	20%
Florida Parishes	25%	0%	75%	0%
Greater New Orleans	31%	15%	46%	8%
Current Occupation				
Attorney	26%	13%	52%	9%
Judge	0%	0%	100%	0%
Other	25%	0%	75%	0%
Membership Tenure				
10 or less years	13%	25%	62%	0%
11 to 20 years	29%	14%	29%	29%
21+ years	24%	0%	76%	18%

12. To what extent do you feel knowledgeable and equipped to center, navigate, and/or meaningfully integrate diversity and inclusion within your daily work at LBF?				
	Not at all	Somewhat	Very well equipped	Unsure
Member Status				
Active	13%	29%	21%	38%
Non-Active	25%	12.50%	0%	62.50%

Region				
North Louisiana	0%	0%	20%	80%
Central Louisiana	0%	60%	20%	20%
Acadiana	0%	40%	60%	0%
Florida Parishes	25%	25%	0%	50%
Greater New Orleans	31%	15%	39%	15%
Current Occupation				
Attorney	17%	26%	35%	22%
Judge	0%	40%	20%	40%
Other	25%	0%	25%	50%
Membership Tenure				
10 or less years	13%	0%	62%	25%
11 to 20 years	0%	57%	29%	14%
21+ years	24%	24%	18%	35%

I would love the following support in order to learn more about DEI: (Click All That Apply)		
<i>Clear frameworks for supporting Diversity, Equity and Inclusion</i>	9	28.10%
<i>Employee resource groups</i>	2	6.30%
<i>Coaching</i>	1	3.10%
<i>PD workshops/trainings</i>	2	6.30%
<i>Book clubs</i>	0	0%
<i>Resource tools (podcasts, books, presentations, film, documentaries, etc.)</i>	11	34.40%

I would love the following support in order to learn more about DEI: (Click All That Apply)		
	1st	2nd
Member Status		
Active	Clear frameworks for supporting Diversity, Equity, and Inclusion	Resource tools (podcasts, books, presentations, film, documentaries, etc.)

Non-Active	Self reported "nothing" or "none"	Resource tools (podcasts, books, presentations, film, documentaries, etc.)
Region		
North Louisiana	Resource tools (podcasts, books, presentations, film, documentaries, etc.)	Clear frameworks for supporting Diversity, Equity, and Inclusion
Central Louisiana	Resource tools (podcasts, books, presentations, film, documentaries, etc.)	
Acadiana	Self reported "nothing" or "none"	
Florida Parishes	Clear frameworks for supporting Diversity, Equity, and Inclusion	Resource tools (podcasts, books, presentations, film, documentaries, etc.)
Greater New Orleans	Clear frameworks for supporting Diversity, Equity, and Inclusion	Resource tools (podcasts, books, presentations, film, documentaries, etc.)
Current Occupation		
Attorney	Self reported "nothing" or "none"	Clear frameworks for supporting Diversity, Equity, and Inclusion
Judge	Resource tools (podcasts, books, presentations, film, documentaries, etc.)	Clear frameworks for supporting Diversity, Equity, and Inclusion
Other	Resource tools (podcasts, books, presentations, film, documentaries, etc.)	
Membership Tenure		
10 or less years	Resource tools (podcasts, books, presentations, film, documentaries, etc.)	
11 to 20 years	Self reported "nothing" or "none"	
21+ years	Clear frameworks for supporting Diversity, Equity, and Inclusion	Resource tools (podcasts, books, presentations, film, documentaries, etc.)

Board Survey

1. What information does leadership provide to the board regarding the organization’s practices, strategy, and performance related to diversity, equity, and inclusion? <i>Please select all that apply.</i>	
Overall diversity and inclusion strategy and progress against that strategy	83.00%
Diversity metrics (e.g., leadership and workforce representation, membership recruitment strategies, membership retention strategies, grantee diversity, etc.)	33.30%
Inclusion metrics (e.g., engagement survey results, findings from exit interviews)	33.30%
Employment metrics (e.g., pay and benefits, promotion inequities, attrition inequities)	33.30%
No information is provided to the board	0%
Other: DEI Committee Reports; DEI Workshops	16.70%

2. How often are diversity, equity, and inclusion-related matters on the agenda of the board and/or agenda(s) of the committee(s) responsible for oversight of DEI matters?	
Annually	0.00%
Bi-Annually	0.00%
At every board meeting	83.33%
As needed	16.67%
Never	0%
Other frequency	0%

3. Which of the following actions has LBF taken or intends to take as a component of the organization’s ongoing commitment to diversity, equity, and inclusion? <i>Click all that apply.</i>

Hiring a Chief Diversity Office (or similar position), or elevating a similar role currently in place	16.70%
Performing an assessment to understand potential racial inequities and biases and to understand the experiences of the organization's staff, members, and grantees - particularly those from underrepresented or marginalized communities.	83.3%%
Establish or enhance companywide diversity, equity, and inclusion strategies, policies, and practices	66.70%
Including at least one underrepresented minority in every slate of candidates for every open position of a certain type within the workforce (aka "Rooney Rule")	0%
Establishing new hiring or promotion goals related to workforce and management-level diversity	0%
Reviewing/updating, if warranted, executive succession plans to include a focused effort to build a pipeline of diverse candidates	17%
Establishing metrics to support accountability of the diversity, equity, and inclusion, strategy, performance, and execution	33.30%
Establish new policies or practices related to third-party relationships (e.g. procurement policies requiring consideration of minority suppliers)	0%
Enhanced and/or expanded public disclosures related to board and workforce DEI (goals, metrics, transparency report, ect.)	16.70%
Updating or establishing new board policies and practices to incorporate enhanced and/or expanded DEI focus and oversight	83.30%

4. Does the board composition represent the diversity in the community in terms of gender, race, age, geographic distribution, and stakeholder interests?	
Yes	83.00%
Somewhat	33.30%
No	33.30%
Unsure	33.30%

5. If the board were to look to increase its diversity, which 1-2 attributes would you consider top priority?	
Race and Ethnicity	33.30%
Gender	16.70%
Age	0%
Professional background	0%

Specific professional skills or experience	17%
Location	50%
Other	0%
Not looking to increase the diversity of the board at this time	33%

*Note: Audit Steering Committee members believe that those responding “Not looking to increase the diversity of the board at this time” were responding based on the effective efforts by current Board President Deidre Robert to diversify the board.

6. Fellow board members are respectful and inclusive toward each other.	
Strongly Disagree	0%
Disagree	0.00%
Neither Disagree or Agree	0%
Agree	16.67%
Strongly Agree	83.33%

7. LBF staff are respectful and inclusive when working with various board members.	
Strongly Disagree	0%
Disagree	0.00%
Neither Disagree or Agree	0.00%
Agree	0.00%
Strongly Agree	100%

8. While serving on the LBF board, I feel mentally, physically, and emotionally safe.	
Strongly Disagree	0%
Disagree	0.00%
Neither Disagree or Agree	0.00%
Agree	0.00%
Strongly Agree	100%

9. I feel comfortable presenting or being my full or whole self (dress, hair, clothing, gender, personality type, etc) while serving on the board.	
Strongly Disagree	0%

Disagree	0.00%
Neither Disagree or Agree	0.00%
Agree	0.00%
Strongly Agree	100%

10. I feel that my contributions are seen and valued.	
Strongly Disagree	0%
Disagree	0.00%
Neither Disagree or Agree	0.00%
Agree	0.00%
Strongly Agree	100%

11. When challenges or issues arise within the Board, I feel that solutions are found in a collaborative, inclusive, and respectful manner.	
Strongly Disagree	0%
Disagree	0.00%
Neither Disagree or Agree	0.00%
Agree	0.00%
Strongly Agree	100%

12. How satisfied are you with how the Board functions and its culture and climate?*	
Average	4.67

*Scored out of 5

Staff Survey

1. In my individual/personal experience, LBF's work environment is a respectful and inclusive work environment for me.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Employed at LBF <10	0.00%	0%	0%	67%	33%
Employed at LBF 10+	0.00%	0%	0%	50%	50%

2. I believe LBF's environment is respectful and inclusive of all staff, members, and grantees.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Employed at LBF <10	0.00%	0%	33%	33%	33%
Employed at LBF 10+	0.00%	0%	0%	25%	75%

3. Our work environment is a mentally, physically, and emotionally safe space for me.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Employed at LBF <10	0.00%	33%	0%	67%	0%
Employed at LBF 10+	0.00%	0%	0%	50%	50%

4. I feel comfortable presenting or being my full or whole self (dress, hair, clothing, gender, personality type, etc) in the workplace.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Employed at LBF <10	0.00%	33%	0%	33%	33%
Employed at LBF 10+	0.00%	0%	0%	25%	75%

5. I feel that my contributions are seen and valued.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Employed at LBF <10	33.00%	0%	0%	0%	67%
Employed at LBF 10+	0.00%	0%	0%	50%	50%

6. When challenges or issues arise in the workplace, I feel that solutions are found in a fair, inclusive, and respectful manner.					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Employed at LBF <10	33.00%	0%	0%	67%	0%
Employed at LBF 10+	0.00%	0%	0%	25%	75%

7. I feel that accountability is equal (no matter who you are, everyone is held accountable for their work).					
	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Employed at LBF <10	0.00%	33%	0%	33%	33%
Employed at LBF 10+	0.00%	0%	0%	50%	50%

8. How satisfied are you with the overall staff culture & climate at LBF?					
	Very Dissatisfied	Dissatisfied	Neither Dissatisfied or Satisfied	Satisfied	Very Satisfied
Employed at LBF <10	0.00%	0%	33%	67%	0%
Employed at LBF 10+	0.00%	0%	25%	0%	75%

9. To your knowledge, does LBF provide a clear statement, vision, or framework for its commitment to DEI?				
	No	Somewhat	Yes	Unsure

Employed at LBF <10	33.00%	33%	33%	0%
Employed at LBF 10+	0.00%	50%	50%	0%

10. Do you feel that Diversity, Equity, and Inclusion (DEI) is important to embrace and center at LBF?				
	No	Somewhat	Yes	Unsure
Employed at LBF <10	0.00%	33%	67%	0%
Employed at LBF 10+	0.00%	0%	100%	0%

11. To what extent do you feel LBF has equipped you to center, navigate, and/or meaningfully integrate diversity and inclusion within your daily work at LBF?				
	Not at all	Somewhat	Very well equipped	Unsure
Employed at LBF <10	33.00%	33%	33%	0%
Employed at LBF 10+	0.00%	50%	0%	50%

12. I would love the following support in order to learn more about DEI: (Click All That Apply)	
Employed at LBF <10	Clear frameworks for supporting Diversity, Equity, and Inclusion
Employed at LBF 10+	Clear frameworks for supporting Diversity, Equity, and Inclusion
	Resource tools (podcasts, books, presentations, films, documentaries, etc.)

Membership Roster Data

Former or Active Judges			
	2014	2019	2023
Former Judge	36	38	31
Active Judge	54	65	148

Membership Level Over Time							
	Total Members	No Data Available		Reduced Membership		General Membership	
		Number	Percent	Number	Percent	Number	Percent
2014	599	381.00	63.50%	47.00	7.83%	171.00	28.50%
2019	547	271.00	49.45%	58.00	10.58%	218.00	39.78%
2023	810	193	23.83%	167	20.62%	449	55.43%

Member Tenure Since 2014				
	Total Unique Members (2014-2023)			
		1+	4+	10+
General Membership	478	50.00%	24.69%	25.31%
Reduced Membership	186	62.90%	27.81%	9.09%

2014 Membership Retention					
	Total 2014 Number	2019		2023	
		(2014 Members on the 2019 roster only)		(2014 Members on the 2019 and 2023 roster)	
General Membership	171	44	25.88%	120	70.58%
Reduced Membership	47	23	48.94%	17	36.17%

Locations					
2014		2019		2023	
Biloxi	1	Abita Springs	1	Abita Springs	1
Cameron	1	Belle Chasse	1	Bannockburn	1
Chicago	1	Bourg	1	Breaux Bridge	1
Crowley	1	Cameron	1	Cameron	1
Franklinton	1	Chalmette	1	Courbevoie	1
Gonzales	1	Chapel Hill	1	Cullen	1
Hammond	1	Glynn	1	Denham Springs	1
Humble	1	Gonzales	1	Franklin	1
Jefferson	1	Hammond	1	Franklinton	1
Jena	1	Houston	1	Glynn	1
Jonesville	1	Jefferson	1	Hahnville	1
Mountain City	1	Jena	1	Harahan	1
Nashville	1	Jonesville	1	Harvey	1
Pineville	1	Kirkland	1	Hattiesburg	1
River Ridge	1	La Place	1	Homer	1
Ruston	1	Lockport	1	Jena	1
Saint Martinville	1	Mansfield	1	Kirkland	1
Saint Rose	1	Minden	1	La Place	1
Santa Rosa Beach	1	Morgan City	1	Leesville	1
Sedona	1	Saint Martinville	1	Lockport	1
Terrytown	1	Saint Rose	1	Luling	1
Ventress	1	Sedona	1	Lutherville Timonium	1
Dallas	2	Slidell	1	Mansfield	1
Gretna	2	Terrytown	1	Marksville	1
Luling	2	Gretna	2	Menlo Park	1
Morgan City	2	Opelousas	3	Mer Rouge	1
Thibodaux	2	Thibodaux	3	Minden	1
Houston	3	Houma	4	Mobile	1
Houma	4	Shreveport	4	Mountain City	1

Mandeville	4	Covington	6	Nacogdoches	1
Monroe	4	Mandeville	6	New Iberia	1
Shreveport	4	Alexandria	7	Pass Christian	1
Alexandria	5	Lake Charles	7	Plaquemine	1
Lake Charles	6	Monroe	10	Prairieville	1
Metairie	8	Metairie	11	Saint Rose	1
Covington	9	Baton Rouge	14	San Francisco	1
Lafayette	10	Lafayette	14	Santa Rosa Beach	1
Baton Rouge	19	New Orleans	33	Skokie	1
New Orleans	30			Slidell	1
				Southlake	1
				Terrytown	1
				Zachary	1
				Chalmette	2
				Crowley	2
				Houston	2
				Jonesville	2
				Tampa	2
				Gonzales	3
				Gretna	3
				Jefferson	3
				Ruston	3
				Hammond	4
				Opelousas	4
				Thibodaux	4
				Houma	7
				Shreveport	7
				Covington	9
				Mandeville	9
				Alexandria	12
				Monroe	15
				Metairie	16

				Lake Charles	18
				Lafayette	24
				Baton Rouge	40
				New Orleans	78

Locations of New Members in 2023	
Cities	# of Members
Breaux Bridge, Chalmette, Crowley, Cullen, Denham Springs, Franklin, Franklinton, Hahnville, Harahan, Harvey, Hattiesburg, Homer, Jonesville, Leesville, Lutherville Timonium, Marksville, Menlo Park, Mer Rouge, Mobile, Nacogdoches, New Iberia, Opelousas, Pass Christian, Plaquemine, Prairieville, San Francisco, Skokie, Slidell, Southlake, Terrytown, Zachary	1
Gonzales, Gretna, Houston, Jefferson, Ruston, Tampa, Thibodaux	2
Covington, Hammond, Houma, Mandeville	3
Shreveport	4
Alexandria	6
Monroe	8
Metairie	9
Lake Charles	11
Lafayette	15
Baton Rouge	22
New Orleans	51

One or Two Member Cities Over Time						
	2014		2019		2023	
	#	%	#	%	#	%
Number of Cities	27	70%	25	38	47	72.30%
Number of Members	32	23.19%	26	17.57%	52	16.72%

Membership Recruitment Data

Recruits		
	#	%
LSU	6451	33.01%
TUL	2937	15.03%
OTH	2286	11.70%
LOY	4974	25.45%
SOU	2876	14.72%
Total	19542	

Age of Recruits	
Minimum	23
Max	100
Average	53

Number of Recruits By Age Bracket		
Age	#	%
23-30	1257	6.44%
31-40	3850	19.72%
41-50	3935	20.16%
51-70	7378	37.80%
71+	3105	15.91%

Location of Recruits with more than 100+		
	#	%
Opelousas	102	0.52%
River Ridge	107	0.55%
Denham Springs	111	0.57%
New Iberia	111	0.57%
Thibodaux	114	0.58%
Gonzales	115	0.59%
Prairieville	117	0.60%
Hammond	136	0.70%
Kenner	161	0.82%
Slidell	166	0.85%
Houma	178	0.91%
Gretna	268	1.37%
Alexandria	285	1.46%
Monroe	353	1.81%
Mandeville	441	2.26%
Lake Charles	507	2.60%
Covington	518	2.65%
Shreveport	830	4.25%
Lafayette	1216	6.23%
Metairie	1608	8.24%
Baton Rouge	3434	17.59%
New Orleans	5854	29.98%