I. INTRODUCTION
   A. General Information
      The Community Foundation for Southern Arizona (CFSA) is a non-profit organization providing services throughout Southern Arizona since 1982. Our mission is to create a stronger community by connecting donors to causes they care about now and forever.

      CFSA is requesting proposals from qualified consultants ("Contractors") to provide services to the Board of Trustees in creating a plan to incorporate Diversity, Equity, and Inclusion in all aspects of the foundation’s work with a focus on policy and procedure. Our Board of Trustees is made up of individuals from many sectors of the community; including Honorary and Ex-officio members there are 27. A full list with bios is available at http://cfsaz.org/about/trustees/.

   B. Term of Engagement
      CFSA is estimating that the work will take up to, and no longer than, one year beginning August 2019.

II. SCOPE OF WORK
    CFSA began its work this past fiscal year (June 30) with a focus on board governance and dynamics. The CFSA Board of Trustees is seeking a review of the organization’s policies and procedures through a diversity and inclusion lens with a Contractor who has a proven track record for providing guidance and outcomes for the organization. See background below.

   A. Definition of services to be provided:
      - Regular meetings with the Board of Trustees and subcommittee(s).
      - Assessment of current board policies and procedures and recommended changes to both.
      - Assessment of board recruiting and onboarding process and recommendations for both.
      - Review of national best practice policy and procedures.
      - Review of the current governance plan and recommendation for changes.
      - Review of current foundation inclusion strategies.
      - Help the Board of Trustees explore the questions and create action items based on the notes on pages 2 and 3.

III. EVALUATION PROCEDURE
    A. Interview Committee
       Members of the Executive and Governance Committees and CFSA staff will comprise the interview committee. Interview questions will include the following:
       1. Have you worked with an organization like ours before?
       2. Have you done a project like this before? Tell us about similar inclusiveness work you have done in the way of designing a full inclusiveness initiative.
       3. Do you view your work style as a neutral facilitator, a guide, or a participant in the project?
       4. Tell us about your philosophical approach to this type of training and specific examples of most and least successful experiences.
       5. How many other clients and projects will you be handling while you’re working with us?
B. Evaluation Criteria
   • Experience and proven outcomes
   • References
   • Price

C. Selection Process
   If interested, submit a proposal to CFSA via email (ssmith@cfsaz.org) no later than Sunday, August 11, 2019. Interviews for candidates will be scheduled in late July and early August; the committee will be comprised of Executive Committee members and staff. It is anticipated that a Contractor will be selected and approved by August 10, 2018.

Overview of Diversity, Equity and Inclusion Work of CFSA Board of Trustees So Far
   In 2015 we established our Statement on Diversity, Equity, and Inclusion. In 2016-17 we did a deeper dive into the topic at a board retreat.

   In 2017-18 we held discussions regarding our new campus and how we can serve a diverse community through its use. They identified the following opportunities:

   1. Geography - How do we change our governance model to reflect our increasing presence across Southern Arizona?

   2. Recruitment - How can the board explore systemic barriers in the recruitment, selection, and retention processes for diverse trustees, committee members, and senior management?

   3. Engagement - How can we ensure that all members of the board and committees have time to express their perspectives and concerns?

   4. Inclusion - How can the board and committees ensure they have up to date information on the needs and interests of our diverse community?

   5. Leadership - What role should CFSA have in leading our community to be more inclusive?

   The board spent 2018-19 learning more about the topic of diversity, equity and inclusion and the importance of expanding their knowledge on the subject.; this included group conversations and the creation of goals for each committee specifically related to diversity, equity, and inclusion. Attached is the summary of the 2018-19 work.

   Subsequently, it was approved to hire a consultant to help the board address policy and procedure in fiscal year 2019-20.

Community Foundation for Southern Arizona
Statement on Diversity, Equity, and Inclusion

The mission of the Community Foundation for Southern Arizona (CFSA) is to create a stronger community by connecting donors to causes they care about now and forever. Creating a stronger community can only happen if we embrace diversity as a value and practice. CFSA is committed to being a leader and a catalyst in promoting equity and inclusion throughout the region that it serves and holds a strict non-discrimination position. Diversity may be measured by but is not limited to, differences in age, ethnicity, race, gender identity, sexual orientation, economic circumstance, religion, disability, profession and area of geographic residence. We will lead by example and use our position in the community and ability to convene to develop a greater understanding and use of diversity policies and practices.

Furthermore, CFSA recognizes that its organizational effectiveness is enhanced when the practice of equity and inclusiveness is reflected and protected throughout the organization at a governance and staff level as well as in vendor selection and in the collaborations we help create. We hold ourselves accountable and periodically examine our impact through both our own evaluation processes and the eyes of the communities we serve.
Areas of focus are:

- **Board Membership** – We encourage and develop diverse leadership and deepen our personal and institutional commitment to inclusion by creating a welcoming culture that honors and respects diverse opinions and viewpoints.

- **Donors** – We share our commitment to diversity as a value and a practice with our current and potential donors.

- **Employment** - CFSA recognizes that its organizational effectiveness is enhanced when the practice of equity and inclusiveness is reflected and protected throughout the organization at the staff level.

- **Grant Making** - CFSA values all nonprofit organizations. We will, through our competitive grant-making process, encourage organizations to value diversity and encourage their boards to reflect the communities they serve.

- **Vendors** – Preference is given to vendors with a proven record of a commitment to diversity and inclusion as a practice.

CFSA’s Supporting Organizations and Affiliates are encouraged to have similar policies, recognizing that they may adopt a different definition of diversity.

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**CFSA Mission, Vision, and Values**

**Mission** - Create a stronger community by connecting donors to causes they care about now and forever.

**Vision** - The vision of CFSA is to improve the quality of life in southern Arizona by stewarding donor and community resources to measurably affect change.

**Values** –

a) **Leadership**
   
   Our primary responsibility is to enhance donor and public trust by having high ethical standards, honoring our commitments while remaining objective and fostering transparency in all we do.

b) **Stewardship & Service**
   
   We seek to provide the highest level of service and due diligence to our donors and community. We will value the potential and unique qualities in everyone as we endeavor to empower them to achieve their full potential. We will nurture a trusting relationship with our donors by safeguarding their assets and intent in perpetuity while working to ensure sustainability.

c) **Collaboration**
   
   We value the transformative power of partnerships based on mutual interests, trust, and respect. We believe that by working together, we create a more positive and lasting impact on our community.

d) **Innovation**
   
   We seek and stimulate new approaches, perspectives, and ideas to address what matters most to the people and communities we serve.

e) **Diversity & Inclusion**
   
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