The scenes were alarming in 1983. Much like now, homelessness and poverty were at epidemic levels across the nation.

In Tucson, Nancy Bissell, Gordon Packard, and their friends spurred into action. The texture and tone of Primavera’s early days are illustrated by two black and white photos: opening day at Primavera’s Emergency Men’s Shelter and Tucsonans marching downtown on Congress Street with signs reading “Solidarity for Tucson’s Homeless.”

In this nation of wealth and privilege, at Primavera we still believe that everyone deserves a safe place to call home, a healthy neighborhood, and equity of opportunity to thrive. Everyone deserves respect, dignity, and a feeling of connection to the surrounding world. These were the seeds Primavera Foundation planted 35 years ago that we continue to sow today.

The Primavera continuum of programs and advocacy has adapted, expanded, diversified, and evolved multiple times. Today, we look quite different from those early days. We are more complex. We are challenged to measure our work through outcomes and community level impact. We strive to be entrepreneurial and innovative to achieve greatness.

But our basic DNA and values have not changed. Ending the root causes of homelessness, persistent poverty, and injustice are key to all we do. Community building and engagement, informed by the experiences and voices of those robbed of equity of opportunity, is the common thread guiding our strategies. Diverse volunteers are a critical component of who we are and all we do. Our vision, to promote social and economic justice while working to build a future in which all people are assured basic human rights, a livable income, and safe, affordable housing, remains a guiding principle for Primavera’s strategic direction.

With deep gratitude to you for investing in Primavera, and joining us on this journey,

Learn more about Primavera’s purpose and history: PRIMAVERA.ORG/OUR-STORY
In the 2017-2018 fiscal year alone, Primavera provided tangible pathways out of poverty that impacted about 7,700 people living in Southern Arizona — people who wanted to improve their lives through four vital areas of support.

**1. SURVIVAL**

Emergency Services
- Homeless Intervention & Prevention
- Drop-In Center
- Rapid Re-Housing
- Family Pathways Shelter Program
- Casa Paloma Women’s Hospitality Center & Residence
- Men’s Shelter
- Project Action for Veterans
- Rent & Utility Assistance

**2. STABILITY**

Affordable Rental Housing
- 11 Properties Maintained by Primavera

Primavera Works Employment Services (Social Enterprise)
- Temporary & Permanent Employment
- Job Readiness Skills
- Water Harvesting
- Second Chance Restorative Justice
- Drug Treatment Alternative to Prison
- Civil Rights Restoration

**3. SECURITY**

Financial Education & Empowerment
- Financial Coaching & Credit Repair
- Financial Empowerment Classes

Homebuyer Education & Homeownership
- Homebuyer Education Classes
- Homebuyer Counseling
- Homebuyer Post-Purchase Classes
- Affordable Homeownership Opportunities

**4. SUSTAINABILITY**

Neighborhood Revitalization
- Community Development & Planning
- Multi-Family Rental Housing
- Green Initiatives

Community Building & Engagement
- Annual Homeless Memorial
- Las Abuelitas After School Program
- Healthy South Tucson
- Resident Engagement & Leadership Development
- Community Gardens
- Advocacy

A Continuum of Success
**Mission Results**

“EXEMPLARY” - The highest possible ranking that Primavera has consistently earned in multiple, three-year independent organizational reviews by NeighborWorks® America, a national organization that creates opportunities for people to live in affordable homes, improve their lives, and strengthen their communities. Primavera is a chartered and accredited network member.

<table>
<thead>
<tr>
<th>Mission Results</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,524 individuals had their immediate health &amp; safety needs met, including U.S. mail, message services, &amp; securing ID cards</td>
<td></td>
</tr>
<tr>
<td>291 veterans &amp; their families secured safe, affordable housing &amp; 88% exited Project Action for Veterans with sustainable housing</td>
<td></td>
</tr>
<tr>
<td>78 women were provided with meals, showers, laundry, &amp; housing assistance at Casa Paloma Hospitality Center &amp; Residence</td>
<td></td>
</tr>
<tr>
<td>703 individuals secured safe, affordable housing through Rapid Re-Housing &amp; Primavera’s 11 owned rental properties</td>
<td></td>
</tr>
<tr>
<td>476 individuals participated in workforce development, job readiness, and temporary employment</td>
<td></td>
</tr>
<tr>
<td>162 Primavera Works participants with major barriers to employment secured positions outside the program</td>
<td></td>
</tr>
</tbody>
</table>

**JONATHAN**

A 10-year prison sentence for a serious crime at the age of 14 changed his life forever. In 2012, at the age of 25, he entered the “outside world” with no job and no home. Now, thanks to the support of Primavera Works, he’s a truck driver in the northern states. He’s saving money to pay court fees so he can get his civil rights restored and buy a home. To those with extreme difficulties he says, “Take helpful opportunities seriously and don’t lose hope.”

“I love working together with Primavera. Our rights restoration program empowers people so they can overcome past mistakes, become more confident, and find jobs and housing. It improves every aspect of their lives.” - JOEL FEINMAN, Primavera community partner (Pima County public defender)
Mission Results

300 individuals participated in rights restoration workshops, which began the process of having their civil rights restored

406 individuals completed financial empowerment, homebuyer, or post-homeownership education for long-term success

493 individuals received housing counseling & financial empowerment services that strengthened their financial futures

55 families purchased their first home representing $9,491,280 of economic impact in the community

800 neighborhood residents participated in Healthy South Tucson events that enhanced community building & engagement

111 Primavera residents participated in community garden projects that increased sustainability & healthy living

100% - For the second year in a row, all Drug Treatment Alternatives to Prison participants secured employment (with the partnership of the Pima County Attorney’s Office).

For a list of recent grants, awards, and recognition visit: PRIMAVERA.ORG/ACCOLADES

“I am impressed with La Capilla Neighborhood Watch meetings, and how Primavera wanted input from the community for what they want in the new public park that will be adjacent to the greenway.” -JOHANNA DUFFEK, Primavera community partner as a member of Healthy South Tucson (Tucson Urban League financial empowerment center coordinator)

She never thought she’d ever be homeless, feeling so “worthless and useless.” After rehabilitation from temporary paralysis, an ex-husband’s abandonment that left her alone fighting for her Canadian work visa, and sleeping in her car, she found hope at Casa Paloma Women’s Hospitality Center and Residence. Now, she’s living in stable rental housing and patiently waiting for her temporary residency visa so she can again work as a certified legal nurse consultant.
“The ‘mission moments’ highlighted at the dinners are impactful. To hear how people are given the opportunity to overcome a particular difficult period in their lives and how they succeed is heartwarming.”

- SHELLY GALlichio, Cooks! Advisory Committee member, underwriter, apprentice chef, diner, & donor

**Special Thanks to Our 17th Season Sponsors**

Based on the 2017-2018 fiscal year, before the Primavera Cooks! 17th season ends.

“Cooks! provides an opportunity to support local restaurants at the same time we support Primavera, bringing the community together through food. Having such deep roots in the community, it’s so often that I hear stories of people reaching out for Primavera services and they become volunteers and donors.”

- LUIS ORTIZ, Cooks! apprentice chef, diner, & donor

---

**BRITTEN**

Drugs dragged him on a dark path to nowhere as he lost everything, including his son, who’s now four years old and over 780 miles away. He spent a total of 206 days in jail, for the first time. “What am I doing?” he asked himself. “This is not me. I’m done!” He stayed at the Men’s Shelter to give himself a chance to start anew. Now, he’s secured a full-time cooking position at Top Golf and resides at Winstel Terrace Apartments. He’s well on his way to see his son again soon.
Thank you, board of directors, for your generosity and dedication.

On our website in the More to Love menu, there is a Visionary Gratitude section that additionally honors sincere appreciation for our community partners, Primavera Cooks! partners, donors, funders, and volunteers, who share the same vision as we have:

to promote social and economic justice while working to build a future in which all people are assured basic human rights, a livable income, and safe, affordable housing.

Donor dedications are also included in this area, such as “In Memory of” and “In Honor of.” Also featured is, “In Memoriam,” remembering those we’ve lost.

Please visit: PRIMAVERA.ORG/THANKS

“Changing lives forever is the ultimate goal. Dire situations often rob people of feeling they are worthy of the dignity and respect they deserve; our staff and volunteers help restore that dignity. Primavera is an organization with heart.” - ALLEN FREED, Primavera Board member

Eight years ago, she lived in the Santa Cruz river bed. A tree away, a former participant introduced her to Primavera. As a victim of a hate crime one Friday night, she was beaten with a bat so severely, it landed her in the hospital. Now, she is a receptionist at Primavera, a resident at Alamo Apartments, and is building her credit to buy a home. This is the most calmness she’s ever had. “I’m very grateful for Primavera helping me,” she said. “Otherwise, I’d be dead.”
**THOMAS**

Suffering from multiple behavioral health challenges his entire adult life, he lost his marriage, home, and plumbing business. Being un-medicated left him wandering aimlessly about, resulting in a police incident that landed him in jail for a year. His release left him homeless again before he found Primavera as a support system. Now, he resides at Catalina House and enjoys weekly art classes. “I’m grateful to show others I can be productive again,” he said.

---

“**Financial Stability**

“We rely on ‘exemplary’ organizations like Primavera to provide best practices, which can be replicated across our network of 240 organizations. They successfully tackle some of the hardest issues facing our communities with passion, integrity, and commitment to social justice.”

- P. RENEE DESAI, Primavera community partner & funder (NeighborWorks® America senior relationship manager)

---

**Revenue**

$8,478,542

- 52% government grants & contracts
- 22% donations & special events
- 13% earned revenue
- 8% NeighborWorks® America

**Expenses**

$8,298,308

- 85% programs
- 9% general & administrative
- 6% fundraising
- 3% donated meals
- 2% miscellaneous

Based on the unaudited fiscal year. Complete financial statements are available online by the end of November at PRIMAVERA.ORG/FINANCIALS.

---

After swimming 1,500 meters, bicycling 1,900 feet, and running 10 kilometers in three hours and 27 minutes, our Primavera Board Treasurer, David Wohl, and his friend Dan Mendelson won second place in their division of the “Tri-ing for Shelter” Patagonia Lake Triatholon fundraiser. With the help of over 20 of their closest friends, they raised over $3,600 for our Men’s Shelter.
As a result of green improvements made in 17 properties, including three office buildings over the past five years, utility usage has decreased in electricity by 21%, gas by 27%, and water by 30%. Although the cost of utilities continues to rise, because of these green improvements over the same period of time, electricity costs have only increased by 2% and water costs have only increased by 1%, while gas decreased by 20%.

Family residents from the City of South Tucson participated in a community informed process to design what will become the City’s first public park. Las Artes Art and Education Center students created a public art mural, celebrating the histories and cultures of South Tucson, that will be displayed along the El Paso Greenway at Primavera’s La Capilla community garden.

Major renovations were carried out at four residential properties, including:

- Five Points Apartments - upgraded electrical system, new heating/cooling window units, exterior painting, solar photovoltaic system, and new transformer
- Casa Paloma Women’s Hospitality Drop-In Center and Residence - a complete transformation with new, expanded drop-in restroom facilities, kitchen, and screened-in porch; new heating and cooling system, roofing, flooring, and appliances; and expanded bedrooms and bathrooms for residents

This program created a new business development manager position to help grow this social enterprise, in order to increase the number of people with barriers to employment served and to increase earned revenue.

“I donate to Primavera because taking care of people in my community is something close to my heart. I know in a moment’s notice how quickly life could change. I also hired Primavera Works for landscaping, house cleaning, and painting, who gave above and beyond service. I was so thrilled with the results!” -LORA JONES, Primavera Works customer & donor

“A dream come true! She holds the keys to her new Primavera home made possible by a grant from Project Reinvest: Neighborhoods and homeownership’s extra efforts to find additional combined resources of over $47,000. This will keep her mortgage payment affordable both now and when she retires soon. The grant supports the creation of four new, single-family homes for first-time homebuyers on formerly distressed lots.

“Primavera’s mission resonates with us — helping people transition into more sustainable, long-term living. I’m now aware that something as simple as mail and phone services are key to securing employment.” -CHRISTINE WHEELER, Primavera in-kind donor (Ventana Medical Systems, Inc. Assay & Reagent Development technical program support senior manager)
BEVERLY
Six years ago, she served five years in prison, then lost six family members in four years, including her own daughter. Now, with the help from Primavera Works, she works full-time for TUSD, is the guardian of her 16-year-old granddaughter, and supports two additional adult grandchildren. She volunteers at Primavera and believes in her late mother Lula’s philosophy, “Life isn’t guaranteed, so get up and do; clean up, go to work, pay your bills, and always help people.”

How You Can Help

- **Make a Donation**
  primavera.org/DONATE
  Each gift is far-reaching and allows us to provide true pathways out of poverty.

- **Gift Your Stock**
  primavera.org/STOCK
  You can authorize your financial institution to transfer stock to Primavera.

- **Leave Your Legacy**
  primavera.org/LEGACY
  Consider a legacy gift or bequest to Primavera in your will or living trust.

- **Hire Primavera Works**
  primavera.org/HIRE
  Give people a chance to get on their feet with temporary labor while getting the job done.

- **Engage in Primavera Cooks!**
  primavera.org/COOK
  It’s the most fun you’ll ever have at a nonprofit fundraising dinner.

- **Volunteer with Us**
  primavera.org/VOLUNTEER
  We count on hundreds of volunteers to help us meet the needs of our community.

44,595 volunteer hours of service valued* at $1,101,051
* $24.69/hr independent sector rate

1,708 individual donors contributed $1,677,672

“*We make a small difference in a world full of difficulties for people by providing some hygiene items, mail services, and more over at the Homeless Intervention and Prevention Drop-In Center.*” —RALPH B. LARES, Primavera volunteer (Major, Retired U.S. Air Force/Air National Guard)
Meet Our Team

**SENIOR LEADERSHIP:**
PEGGY HUTCHISON, Chief Executive Officer  
BETH CAREY, Chief Operating Officer  
NICOLLETTE DALY, Chief Financial Officer  
JOANN SALAZAR, Chief Philanthropy Officer  
DENISE TAUB, Chief Asset Manager  
CAMMIE DIRRIM, Chief Compliance & IT Officer

**PHILANTHROPY:**  David Elliott • Eric Cross • Heather Strong • Annette Pesqueira  
FINANCE: Nancy Walton • Debbie Benge • Vickie Palmer • Steven Shaw  
**ADMINISTRATIVE SUPPORT:**  Ana Lucero • Rosa Escalante • Yecenia Boudreau • Barbara Laborin  
**HOMELESS INTERVENTION & PREVENTION DROP-IN CENTER / RAPID RE-HOUSING:**  Emma Hockenberg • Kim Merritt • Brandon Davis • Andrea Bedoy • Maria Cardenas  
**CENTER & RESIDENCE:**  Patty Carrasco • Javier Garcia • Hannah Shilling  
**CASA PALOMA WOMEN’S HOSPITALITY CENTER & RESIDENCE:**  Rosanne Loya  
**FAMILY PATHWAYS SHELTER PROGRAM:**  Reyna Leon  
**MEN’S SHELTER:**  Gerri Cavanaugh-Draper • Tammy Byrnes • Robert Flores  
**PROJECT ACTION FOR VETERANS:**  Linda Kot • Magdalena Caiz • Anna Villalobos • Denise Lopez • Bethann Fleming  
**MANAGEMENT:**  Jose Ibarra • Brian McGrath • Barbara Bornemann  
**PRIMAVERA WORKS EMPLOYMENT SERVICES:**  Andrea Kelly • Linda Back  
**FAMILY PATHWAYS SHELTER PROGRAM:**  Jim Bilbao • Chris Dussault  
**EDUCATION & EMPOWERMENT / HOMEBUYER EDUCATION & HOMEOWNERSHIP:**  Karen Caldwell • Rick Sumner • Michael Ford • Evelyn Yecies • Ron Austin • Ryan Eaglen  
**COMMUNITY BUILDING & ENGAGEMENT:**  Patrick Hughes • Gerardo Salas • Sean Hughes • Jackson Mileur  
**RENTAL HOUSING & ASSET MANAGEMENT:**  Adam Schwartz  
**FINANCIAL EDUCATION & EMPOWERMENT / HOMEBUYER EDUCATION & HOMEOWNERSHIP:**  Sandra Anguiz  
**PROJECTIONS & ENGAGEMENT:**  Nejlah Hummer • Sam Miller

"Primavera is a gem. We enjoy volunteering with them because they have a huge impact on the homeless community; offering shelter and food, educational opportunities, and work programs." -JILL RICH, Primavera volunteer (Jewish Community Relations Council social action chair)

When our grants coordinator’s son turned seven years old this year in April, and was planning his superhero birthday party, he and his mom talked about how they needed to act at the party if they were going to be superheroes. He told her, “Superheroes help people!” They talked about what “helping” means. When he invited his friends to his party, in lieu of his own gifts, he asked them to bring food and their gently used toys so he could donate it all to Primavera.
The Primavera Foundation provides pathways out of poverty through safe, affordable housing, workforce development, and neighborhood revitalization.

Read more personal impact stories:
PRIMAVERA.ORG/VOICES