Now More Than Ever

IMPACT REPORT
July 1, 2019 - June 30, 2020
Together, Primavera’s program continuum helps participants SURVIVE, create STABILITY in their lives, become more SECURE, and SUSTAIN themselves, their families, and their communities over time. Partnerships with volunteers, donors, residents, neighborhoods, community-based organizations, businesses, and the public sector make it possible for us to meet participants wherever they are and provide support and inspiration.

ON THE COVER: See page 3 for Susan’s story.
Dear Friends,

As we reflect upon the outcomes and impact of our most recent fiscal year that ended June 30, 2020, there are many accomplishments to share with you. More than 6,600 community members partnered with us to secure 1) vital emergency services, 2) safe, affordable places to call home, and 3) job readiness and employment.

Through hard work, families paid off long-term debt and developed savings accounts. They began the process of ending multi-generational cycles of poverty by purchasing their first homes. Others demanded access and equity for their families, neighbors, and constituents by mobilizing and organizing in their neighborhoods, growing healthy food in community gardens, getting their civil rights restored following incarceration, and so much more.

It is phenomenal that so much of this took place in the midst of the deadly coronavirus pandemic. And there were challenges alongside the many successes. Both the pandemic and the economic collapse disproportionally affected, and continues to affect, the most marginalized and underserved members of our community, who have shared the fear, anxiety, trauma, overwhelm, and desperation they are experiencing. Hardworking families who set goals and diligently struggled to meet them, have seen their hopes and dreams crushed in this pandemic.

As the coronavirus moved into Arizona, our staff quickly pivoted to implement our COVID-19 plan to ensure the health and well-being of staff, volunteers, and community members by preventing and mitigating the spread and impact of COVID-19 while also carrying out our mission. Our deeply committed, generous donors stepped up to make sure we had the additional resources needed to respond to the tsunami of disparity flooding our community.

We are committed to fostering greater justice and equity in southern Arizona as we carry out Primavera Foundation’s mission and vision. All of you—our volunteers, donors, staff, and community partners—are critical to our work. We are profoundly grateful for your continued engagement with us, for your compassion, voices, interest, time, talent, and generous gifts.

Peggy Hutchison,
Chief Executive Officer

Sam Swift,
President,
Board of Directors

Peggy Hutchison, Chief Executive Officer
Workforce Development

Finding work is an important step for anyone trying to overcome or avoid living in poverty. Primavera Works, a social enterprise, is an affordable staffing service for homeowners and businesses that gives people the chance to get back on their feet and improve their financial futures. In addition to temporary work assignments, Primavera Works provides employability skills training and job search assistance.

**Primavera Works experience leads to full-time employment**

Angie now works full time in maintenance at a mid-town Walmart Neighborhood Market. She credits her experience with Primavera Works with helping her get the job.

“Angie was an extremely dependable and motivated worker. Customers often specifically requested her,” says Karen Caldwell, Director of Workforce Development, Primavera Works. “We’re so pleased with her success.”

Her new position at Walmart is a big one. Tasks include safety sweeps around the store; cleaning the entrance and exit areas, bathrooms, breakrooms, store shelves, parking lot and landscaped areas; scrubbing floors; and collecting and sanitizing carts.

“It took a lot of confidence on my part to leave Primavera Works and apply for a new job. I credit many people from Primavera with my success. They really helped me by being patient, teaching me how to clean properly, and by showing up when their employees needed help,” says Angie, who is mom to four adult children and grandmother to six.
Affordable Rental Housing

At Primavera-owned rental properties, families and individuals moving toward self-sufficiency can find safe and affordable housing solutions, a sense of community, and the related support they need to transition into more stable lives. Our rental options range from furnished rooms with shared bathrooms and common areas, to independent apartment living and family houses. Many of these options include water harvesting and community gardens.

Safely giving back to Primavera residents

Susan is giving back in a personal way during the coronavirus pandemic. A retired dressmaker who rents from Primavera, she turned her attention to sewing masks for other residents of our affordable rentals when masks were hard to find. She continues making them and donating them to hospitals.

“I wanted to help, but because of my age, I’ve decided to stay home during the pandemic. This is something I can safely do,” says Susan, who tried a variety of mask patterns before landing on the one she liked best.

It’s the second time she’s pitched in to help. When high-quality fleece remnants in a variety of colors were given to her a couple of years ago, Susan sewed warm hats for Primavera participants in shelters and those getting help through the Homelessness Intervention and Prevention (HIP) program.

It made her especially happy when she saw a woman in a purple coat with a matching purple hat leaving the HIP building one day. “I liked that she was able to select a hat in a color that she liked.”

1,162 individuals secured safe, affordable housing through Primavera’s 12 owned rental housing properties and rapid re-housing programs.
A team of six helps participants in Primavera’s programs get the financial training they need, from simply opening a bank account and creating a budget, to buying a home. Two multi-generational programs—Her Family and Mis Abuelitas—involves single moms, grandparents, and children so that families learn more about making good financial decisions together.

**Grandmother purchases first home**

Ida moved to Tucson in 2009 to help her son care for her granddaughters. Her daughters now live in Tucson as well and have five children between them; Ida cares for three of them while their mom works. Ida also works part-time as a caregiver.

She wanted to own a home of her own. An initial conversation with a lender did not offer hope; a later meeting in 2019 with Primavera did. Ida completed the required classes and then worked with Housing Counselor Sandra Anguiz, who helped her through the application process, including finding down payment assistance through a partner program. When she was approved by the lender of her choice, Ida and her realtor started looking. It was challenging because most of the homes she qualified for were condominiums with stairs. She wanted a place without stairs for health reasons.

After negotiations with the owners of a townhouse that met her needs, and because of the down payment assistance, Ida was able to close on the house in 2020. Her very affordable monthly payment includes principal, interest, homeowner’s insurance, and property tax.

“It is so gratifying to be part of this team and help our participants meet their goals, whatever they are. We help instill hope,” says Lupita Rodriguez, Co-Director, Homeownership Program. She co-directs the program with Celia Mendivil.
Community building and engagement are key to Primavera’s mission and vision, and are important foundations for social and economic justice. We build and engage communities by strengthening resident leaders and organizing across sectors, with multiple community partners in targeted neighborhoods. Sustainability is another key ingredient in our work in neighborhoods and across all of our programs.

Tucson community leaders engage nationally
Primavera’s Community Engagement Coordinator Alonzo Morado works together with neighborhood associations and other partners to ensure that the voices of City of South Tucson residents, as well as residents in disinvested Tucson neighborhoods, are heard by city, county, and state leaders. They’ve worked together on bike/walking paths, a pocket park, and lighting, among many other projects.

One leadership opportunity is the annual NeighborWorks® America Community Leadership Institute, which was held in Chicago in 2019. This national conference brings together groups from around the country that discuss housing, organizing, and financing. Alonzo accompanied the following six guests invited by Primavera to attend the event:

- **Lindsey Bingham**, Senior Health Educator, College of Public Health, University of Arizona
- **Miguel Garcia**, Recreation Assistant, Oury Recreation Center in Barrio Anita, Parks and Recreation, City of Tucson
- **Jaime Hinojos**, Primavera’s After School Coordinator at the time of the conference and now a Youth Academic Specialist with Goodwill Industries
- **Grecia Ramirez**, a nurse at the Teresa Lee Clinic
- **Antonio Ramirez**, Communications Director, Ward 1, Tucson City Council
- **Lane Santa Cruz**, Executive Director of FUGA (Familias Unidas Ganando Accesibilidad) at the time of the conference and now a member of Tucson City Council from Ward 1

“I was very honored to be invited to participate in the leadership conference. I saw that a lot of struggles are happening all over, not just in Tucson. I learned a lot from others and brought back new ideas.” — MIGUEL GARCIA, RECREATION ASSISTANT, OURY RECREATION CENTER, BARRIO ANITA

516 Primavera and neighborhood residents engaged in community-building efforts that increased sustainability and safe, healthy living.

480 participants completed rights restoration workshops in preparation for getting their civil rights restored.
Emergency Services

Our emergency services for people experiencing or at risk of homelessness include the Homelessness Intervention and Prevention (HIP) program, a network of shelter and rapid rehousing programs, and eviction prevention and rent/utilities assistance programs.

We broke ground on our new Emergency Services Center building downtown and look forward to having a more efficient, dignified, and expanded facility for Primavera and partners that serve community members experiencing/at risk of homelessness.

A Capital Campaign is underway to fund new construction after a brief slowdown caused by the coronavirus pandemic. After evaluating the old building and site, and watching what happened every day in the building (prior to pandemic changes), Poster Mirto McDonald architects developed new floor plans, which have been reviewed by Lloyd Construction during the design phase to help ensure a cost-effective process. Public meetings offered unanimous support.

Requests for help with rent and utilities soar

Changes in people’s lives brought on by the pandemic have meant a significant increase in the need for rent and utility assistance. Prior to the pandemic, Senior Resource Specialist Kim Merritt spent half of her time in our Homelessness Intervention and Prevention program and the other half helping people with rent

‘The Board of Directors unanimously and happily endorsed the demolition and rebuilding of the Emergency Services Center building. There is a collective feeling that the new building will not only look better but function much better than the old one. The Armory Park Neighborhood Association has always seen the need for emergency services for the least fortunate among us and is grateful that the Primavera Foundation creatively and compassionately addresses this need, especially now in the midst of this pandemic.’

— DAVID BACHMAN-WILLIAMS, PRESIDENT, BOARD OF DIRECTORS, ARMORY PARK NEIGHBORHOOD ASSOCIATION
and utility assistance. She now spends all of her time helping people pay their rent and utilities, aided by other staff who have been reassigned to help prevent evictions.

“It can be stressful, and at times heartbreaking, but I stay focused and help as many people as possible,” says Kim, a Primavera employee since 2015. People in need call a rental hotline and/or are referred through a strong network that includes Pima County constables, school district social workers, and apartment managers. Kim works hard to grow that referral network and keep all informed about how Primavera can help.

Many of the people in need are service workers who’ve lost their jobs, had their hours cut, or fear for the safety of their families if they return to work. Kim also hears from people who are sick with COVID-19 and must quarantine. Most are low-income and many have waited months for unemployment checks. High-risk people on fixed incomes report added expenses and the loss of part-time jobs that provided supplemental income because they can’t risk the exposure. A few are in high-paying professions, but their work has stalled significantly, and they can’t pay their bills.

When Kim learns about each caller’s circumstances, she helps them navigate systems, solve problems, and stay in their homes.

| 345 families | received rental/utility assistance to remain in/obtain permanent housing. |
| 23 families | received temporary housing, food, and other services and 95% secured stable housing as they exited our family program. |
| 380 veterans | and their families secured safe, affordable housing and 87% exited our veterans program with sustainable housing. |
| 145 women | were provided with meals, showers, laundry, and housing assistance at our hospitality and residence center for women. |
| 2,274 individuals | had their immediate health and safety needs met, including U.S. mail, essential supplies, phone message services, and ID cards. |
| 612 men | received temporary housing, food, and other services at our men’s shelter. |
Volunteers

More than 1,000 people volunteer in any given year, many of them cooking for participants at Primavera’s shelters. For example, there were 28 meal teams preparing, delivering, and serving dinner once a month at our Men’s Shelter, and 47 monthly teams purchasing, preparing, and delivering sack lunches to our Casa Paloma Women’s Hospitality Center and Primavera Works. With the pandemic, everything changed.

Some teams are delivering packaged groceries for meals and our staff does the cooking. Others are writing checks to cover the cost of the groceries needed for the meal they would have prepared and served if they could. Still others are ordering groceries through our Amazon Smile account so that a percentage of the purchase is donated back. (Pictured: Men’s Shelter Senior Team Leader Ramon Gutierrez accepts a donated delivery.)

“I am making a lot of phone calls and keeping our volunteers informed about what is going on at Primavera and how they can continue to help. We miss and appreciate them,” says Primavera’s Volunteer Coordinator Eric Cross.

1,398 Volunteers

$693,900 Value of volunteer time

25,511 Volunteer hours

$8,750 Contributions from volunteers for food purchases
Donors

We appreciate our donors and couldn’t do what we do without their care and concern. Hundreds of generous people make donations each year in support of Primavera programs and the people we serve.

Joyce Crain and Carl Philabaum

“We like to see what we can do to make things better,” says Joyce Crain, who, together with her partner Carl Philabaum, moved to Tucson from Minneapolis 17 years ago. They learned about Primavera from a former board member and now help make things better for Primavera’s participants.

“We’ve toured Primavera’s facilities. What they are doing is impressive, including the crisis intervention work and all the programs beyond that – job training, financial education, affordable housing. And we appreciate that staff have a passion for the work and treat everyone with dignity,” says Carl.

The couple has donated over the years and realized that with the pandemic, Primavera needed to serve many more people than usual. “At a time like this, one needs to step up if possible,” says Carl, who is a software designer and photographer. Joyce is an artist.

In addition to expanding their support for Primavera, Carl and Joyce are sewing masks for Mending Souls – Joyce on a vintage 57-year-old sewing machine and Carl on a modern borrowed one. They also give their time to the UA College of Science and the School of Dance in the College of Fine Arts.
**Primavera Cooks!**

Primavera Cooks! hosted its eighteenth season in 2019. This very popular series of summertime fundraiser dinners has raised $2,838,448 since it began, with more than 80 percent of those funds going directly to the programs and services of Primavera.

Tucson’s finest chefs team up with community members to create and prepare amazing, wine-paired dinners for 50-100+ guests at each event. The experiences take place in the kitchens and elegant dining rooms of participating, locally owned Tucson restaurants and benefit Primavera’s participants.

Volunteer apprentice chefs work alongside some of Tucson’s finest chefs at the events, meeting in advance to create and plan the menus. On the day of the dinner, apprentices work with restaurant staff to prepare, plate, and send out courses to a dining room full of friends and guests. Each apprentice chef invites at least five paying guests to their dinner—some bring in several tables of diners.

Apprentice Chef Taylor Rascher, a realtor at Long Realty Company, says “I was introduced to Primavera Cooks! by a friend who participated and as a young professional, I saw an opportunity to meet new people, give back to my community, and develop my cooking skills. Who knew I would have an entertaining time being a sous-chef? I will be back for many years to come, and next time with more friends!”

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**Help save the current season of Primavera Cooks!**

Just as we began to plan for the current season of Primavera Cooks!, it became clear that the series of fundraising dinners would not be possible because of COVID-19. “We decided to create a campaign and ask our diners and apprentice chefs from previous seasons to contribute,” says Primavera’s Philanthropy Events Coordinator David Elliott. Tucson Electric Power, a long-time sponsor of the events, has stepped up again this year, pledging to match every donation up to a total of $10,000. “Their generous support will help people in need of emergency services, affordable housing, jobs, and safe neighborhoods more than ever,” said David.
Apprentice chefs and Carriage House staff at our May 29, 2019 dinner. (L-r) Cassandra Hunt, Herman Salazar, David Massanari, Devon Sanner (Chef de Tucson, Carriage House), Taylor Rascher, Chef Janos Wilder (Chef and Owner, Carriage House), Anna Griessel, Susan Tarrence (Primavera board member), and Stephen Golden

2019 SEASON
(Season ran from May – November 2019)

| 850 | 11 | 9 | 60 | $221,300 |
| Diners | Dinners | Restaurants | Apprentice chefs | Revenue generated |

PRIMAVERA FOUNDATION | 2019 - 20 IMPACT REPORT
Financials

Revenue

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<tr>
<th>Source</th>
<th>Amount</th>
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<td>Contributions and fundraising</td>
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<td>Capital Campaign</td>
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<td>Earned revenue</td>
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<td>NeighborWorks® America</td>
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<td>Paycheck Protection Program</td>
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<td>Donated meals and assets</td>
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<td>Miscellaneous</td>
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<td><strong>Total Revenue</strong></td>
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Expenses*

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<td>Fundraising</td>
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<td><strong>Total Expenses</strong></td>
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Based on the unaudited fiscal year. Review complete financials, available by the end of November: Primavera.org/financials

*Depreciation included.

Ways to Support Primavera

- Volunteer
- Make a Donation
- Gift Your Stock
- Leave Your Legacy
- Give at Work
- Host a Fundraiser
- Support Primavera Cooks!

Race, Equity, De-colonization, and Inclusion (REDI)

Primavera has always been a social justice organization. Initiated nearly four years ago, REDI is a formalization of our policy and practice. Anti-oppression staff training took place a year and a half ago, and at the same time, a staff leadership team was established to keep the work moving forward. Primavera’s Grants and REDI Coordinator Tanya Moreno works with the staff team and board liaison Adela Licona.

REDI statement excerpt*

In this nation of wealth, privilege, and a growing disparity between those that have much and those that have considerably less, the Primavera Foundation believes that everyone deserves respect, dignity, and a feeling of connection to the surrounding world.

These were the seeds planted by Primavera Foundation 37 years ago that we continue to sow today. Our vision—

“In a great sense, of course, protest against injustice has always been the starting point and the reason for Primavera’s services.”

— FROM “THE DAILY BANQUET: STORIES OF NOURISHMENT FROM THE PRIMAVERA FOUNDATION,” A BOOK CELEBRATING PRIMAVERA VOLUNTEERS BY PRIMAVERA CO-FOUNDER NANCY BISSELL
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 beacon for Primavera.

We affirm that living our mission necessitates understanding how systems of oppression have historically created inequities, especially in matters of race and class. These systemic and institutional powers act as enormous barriers for certain communities to reach their full potential. In response to this reality, we are committed to formulating responsive actions, creating intentional policies, and centering anti-oppression work to address and dismantle these multi-layers of inequity.

We envision a world where society and its systems (e.g. the economy, education, public health and safety, criminal justice, housing, etc.) are just, fair, equitable, and inclusive. We strive for a healthy and thriving society that promotes all people having equitable access and opportunity.

*Primavera Foundation’s full Equity Statement is found on our website.*
The Primavera Foundation provides pathways out of poverty through safe, affordable housing, workforce development, and neighborhood revitalization.

2019-2020 BOARD OF DIRECTORS

"I give to Primavera because it's the most impactful multi-part agency that helps to end homelessness."

~ BONNIE KAY, donor

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