THE PRIMAVERA FOUNDATION

breaking down barriers & Rising

2015-2016 Impact Report
Dear Friends,

It’s been a great year and we are excited to share the tremendous success that comes from investing in our community members! The hard work, perseverance, and courage of thousands of men, women, and children, along with opportunities and open doors, enabled the most marginalized members of our community to find safe places to call home, food, jobs, second chances, and connections to a supportive community this past year.

But these factors alone are not enough. Success also requires rigorous, customer-focused programs designed to measure impact and outcome; courageous volunteers committed to sharing their humanity with others; and generous individual donors, foundations, and business partners, passionate about and committed to building a vibrant local community that provides equitable opportunities for people to thrive.

While we celebrate the good news of transformed lives, we are also aware of and planning for the massive reductions we expect from public sector investments in safe, affordable housing, job training and placement, and neighborhood revitalization. Primavera Foundation and our community partners are unable to adequately respond to the current crisis of homelessness, inequality, and displacement of individuals/families in our community. In fact, these reductions, greater than planned, began last year, as you’ll notice from our financial summary; our expenses exceeded revenues during last fiscal year. What will be our response to even greater reductions in resources for basic needs?

Nancy Bissell, our co-founder, reminds us that you, the greater Primavera family, has always stepped up in tough times. “During the 1980’s, when the government harshly reduced services to a whole host of marginalized citizens, it was left to the private sector, loosely organized community groups, neighborhoods, churches and synagogues, and other grass roots organizations and individuals to respond to a growing crisis of inequality and marginalization.”

So we look to you, our courageous donors, volunteers, and partners, to dig deeper. Right now. We need you to remove bigger obstacles, open more doors, and help us invest in the strength and determination of our neighbors as they build their pathways out of poverty to sustainability.

In gratitude,

Susan Tarrence
2015-2016 President of the Board of Directors

Peggy Hutchison
Chief Executive Officer

Over 50% of Americans will live in poverty at some point before age 65

25% of Tucson residents live below the poverty line
when we provide a platform for everyone’s voice to be heard, we’re building a community

**MISSION**
Primavera provides pathways out of poverty through safe, affordable housing, workforce development, and neighborhood revitalization.

**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.

**VALUES**
We believe in the intrinsic value of every individual, and that everyone deserves a voice and has the ability to make a difference.

**GOALS**
• Economic empowerment and long-term financial security
• Neighborhood revitalization
• Community and civic engagement
• Empowering the most marginalized in our community to affect long-term positive change for themselves and their families

8,000+ individuals & families living in Southern Arizona are impacted by Primavera’s programs each year

“exemplary” highest possible ranking earned in multiple, three-year, independent organizational reviews*

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*By the Neighborhood Reinvestment Corporation, dba NeighborWorks® America, a national organization that creates opportunities for people to live in affordable homes, improve their lives, and strengthen their communities. The Primavera Foundation is an accredited network member.
You Make All the Difference by Supporting Life-Transforming Programs

Through our programs, participants have the opportunity to strengthen their skills and assets, obtain employment, find safe, affordable places to call home, set and achieve realistic goals, build stable and sustainable financial futures, advocate for their rights, and reconnect with their communities in meaningful and productive ways. You enable us to provide opportunities for the most marginalized and low-income residents in the community to find pathways out of poverty toward economic self-sufficiency, and a platform to join with others to advocate for equity of opportunity.

A Unique Continuum of Success

Survival

People in need find RELIEF:
- emergency shelters
- drop-in resource centers

Security

Motivated participants benefit from SELF-SUFFICIENCY:
- financial empowerment & homeownership
- asset-building strategies

Stability

Eager participants transition into a STABLE EXISTENCE:
- safe, affordable rental housing
- workforce development

Budding leaders build COMMUNITY:
- neighborhood revitalization
- community building & engagement

when we create equity of opportunity, we empower everyone
“Rather than look at people in a negative way like they must have done something wrong, I now realize homelessness can happen to anyone. I believe in a helping hand and I feel like that’s what Primavera gave me.”

~Helen Moore, former Casa Paloma participant & current Casa Paloma volunteer

FINDING RELIEF

Emergency Services
- Homeless Intervention & Prevention (HIP) Drop-In Center
- Casa Paloma Women’s Drop-In Center & Shelter
- Men’s Shelter
- Greyhound Family Shelter
- Project Action for Veterans (PAV)
- Emergency Rent/Utility Assistance
- Rapid Re-Housing

For the sixth year in a row, Primavera secured a contract worth over $1 million from the Federal Department of Veterans Affairs that provides funding for Project Action for Veterans, helping veterans and their families with rapid re-housing and support services.
breaking down barriers to STABILITY

A STABLE EXISTENCE

Safe, Affordable Housing
• 10 Rental Housing Communities Including the Las Abuelitas Family Housing and Community Center

Primavera Works Social Enterprise
• Job Readiness Skills
• Temporary & Permanent Employment
• Water Harvesting
• Drug Treatment Alternative to Prison

Primavera was recently featured in the “NeighborWorks® Works” book, recognized as a nonprofit of excellence and for affordable housing. The book titled, “Practical Solutions from America’s Community Development Network,” is a collection of case studies showing how nonprofits strategically address community needs.

“I came to Primavera for housing. The staff is understanding and it’s a clean, peaceful, and safe environment. And it’s affordable. I look for a better tomorrow.”

~Ricky Miller, rental housing participant [Ricky and his service dog, Muppet, have lived together in a Primavera multi-family rental housing unit since 2013.]

Rising UP

1,290 households secured safe, affordable rental housing

548 individuals received job readiness, coaching, support services, & employment

207 individuals secured and maintained permanent employment

75% of those enrolled in housing services exited to or remained in permanent housing

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breaking down barriers to SECURITY

“Primavera’s staff, volunteers, classes, and resources have changed my life! I love my home and I’m glad to be able to give back for making this all possible for me.”
~Nadia Shivack, first-time homebuyer participant & donor

ECONOMIC SECURITY

Financial Education
• Financial Coaching & Credit Repair
• Financial Empowerment & Homeownership Opportunities
• Her Family Program

Homeownership
• Homebuyer Education & Housing Counseling
• Affordable Homeownership Opportunities
• Post-Purchase Education

*Rising UP

912 individuals received financial coaching
510 households learned about asset-building strategies*
202 households became first-time homebuyers
123 households started saving for the future**
63 mothers became more financially literate with their daughters

*$6,427 debt reduction average
**$1,738 wealth increase average
“Primavera offers a full spectrum of life development services that promote personal and community stability. Their programs cover seven recognized strategies for community change and works with key sector partnerships, making stronger individuals, families, and communities.”

~Michael B. Ford, Chief of Police for the City of South Tucson

COMMUNITY INVESTMENT

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

Community Building & Engagement
- Annual Homeless Memorial
- Las Abuelitas After School Program
- Community Gardens
- Ending Payday/Predatory Lending
- Public Transit Justice
- Healthy South Tucson Resident Engagement & Leadership Development
- Second Chance Restorative Justice Initiatives
- The Lily Shafer Rights Restoration Project

Primavera’s Las Abuelitas Family Housing & Community Center* was recognized in NYC for its progressive design and environmentally sound construction at the Cooper Hewitt Smithsonian Design Museum exhibit, “By the People: Designing a Better America.”

*Additional awards and recognitions available online at PRIMAVERA. ORG
when we work together, we make our community stronger

“Part of our family mission is to always give back. One of the residents who lived at Five Points moved into permanent affordable housing and now works with the Arizona Theater Company. To see that he has moved on and done so well is very touching.”

~Deborah Jacob Howard, Five Points volunteer

“Primavera is front and center in providing resources and dignity to our community’s most vulnerable. The impact is tangible. I’m proud to be a donor.”

~Jane Wilson, donor

Exerting Your Energy as a First-Responder to Change
You are dedicated. Your time, talent, and kindness demonstrated daily makes a real difference in the lives of so many. Your home-cooked meals, friendship, and acts of service fill the hearts and souls of those reaching for a hand up. On the darkest days, your actions for others shine brightly.

Investing in Your Community as a Dedicated Friend of Progress
You are remarkably generous. Your financial support helps us remove barriers and open doors. Because of your compassionate gifts, we are able to provide life-transforming services to so many driven and determined members of our community. Your investment in Primavera advances dignity, opportunity, and equity for the most marginalized in our community.

THANK YOU for your amazing and gracious support year after year. Your generosity inspires us all.
when our hearts are nourished with compassion, we enrich souls

“I have always believed food nourishes the mind, body, and soul. The beauty of Primavera Cooks! is that everyone who's involved experiences healing through cooking; whether an apprentice chef, a diner, or a community member who receives the most valuable gift... a pathway out of poverty.”

~Megan Thompson, Cooks! Apprentice Chef

Devoting Yourself as a Valued
Primavera Cooks! Partner
You are committed. For 15 years, you’ve partnered with us and local Tucson restaurants to create a series of wine-paired, fine dining fundraising events that support Primavera’s programs. You’ve enjoyed great meals and great times as a corporate sponsor, apprentice chef, diner, or volunteer—all in support of our mission to provide pathways out of poverty.

2016 Cooks! Restaurants
• The Carriage House / Janos
• Feast
• Vivace
• Reforma
• Tavolino
• Kingfisher
• Pastiche

2016 Cooks! Sponsors
• Cox Communications
• Cenpatico Integrated Care
• Tucson Electric Power Company
• Long Realty Cares Foundation
• Desert Diamond Casino & Entertainment
• J.C. Harry Charitable Fund
• Ken & Linda Robin
• Arizona List
• Farhang & Medcoff Attorneys

In 2017, we mourned the loss of Pat Conners. He was the co-founder of Primavera Cooks!, owner of Pastiche restaurant, and a dear friend. His good cheer and spirit lives on.

Rising UP

850

diners

49

apprentice chefs

$206,500

revenue generated

80%

of revenue directly benefitted programs
when economic well-being is within reach, our community prospers

FINANCIALS**

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<th></th>
<th>Contributions &amp; Fundraising</th>
<th>Government Grants &amp; Contracts</th>
<th>Earned Revenue</th>
<th>Miscellaneous</th>
<th>Donated Meals***</th>
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<td><strong>Total Revenues</strong></td>
<td>$2,451,799 / 29.4%</td>
<td>$4,123,429 / 49.5%</td>
<td>$1,332,141 / 16.0%</td>
<td>$87,932 / 1.1%</td>
<td>$336,608 / 4.0%</td>
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<td><strong>Total Expenses</strong></td>
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<td>$6,600,096 / 78.7%</td>
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*Based on an independent report by Community Services Analysis, LLC. **Based on the audited fiscal year July 1, 2015 - June 30, 2016. Complete financial statements including Form 990 are available online at PRIMAVERA.ORG. ***Donated items and all donated labor not included.
The Primavera Foundation provides pathways out of poverty through safe, affordable housing, workforce development, and neighborhood revitalization.

**2017-2018 BOARD OF DIRECTORS**

**OFFICERS**

- **Samuel Swift**, President
- **Debbie Wong**, Vice-President
- **Genevieve Leavitt**, Secretary
- **David Wohl**, Treasurer
- **Susan Tarrence**, Past President

**MEMBERS**

- **Edward Beltran**
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- **Brian Glenn**
- **Eileen Hollowell**
- **Manny Mejias**
- **Brooke Sanders-Silvemann**
- **Joseph Scott**
- **Ellen Holowell**
- **Eliana Glenn**
- **Maria J. Balsec**
- **Edward Beltran**
- **Peggy Hutchison**

**EMERITUS MEMBERS**

- **Leslie L. Hunter**
- **Andy Silverman, J.D.**

**FOUNDING MEMBERS**

- **Nancy Bissell**
- **Gordon Packard**

**SENIOR LEADERSHIP**

- **Peggy Hutchison**, Chief Executive Officer
- **Beth Carey**, Chief Operations Officer
- **JoAnn Salazar**, Chief Philanthropy Officer
- **Denise Taub**, Chief Asset Manager
- **Cammie Dirrim**, Chief Compliance & IT Officer
- **Nicolette Daly**, Chief Financial Officer

**BOARD MEETINGS**

Board meetings are held on the third Monday every other month at Primavera's Administrative Offices located at the Jim & Vicki Click Training Center, 151 W. 40th St. in Tucson, Arizona. Members are elected every three years; officers are elected bi-annually.