PROVIDING PATHWAYS OUT OF POVERTY

PRIMAVERA

ANNUAL REPORT
2009/2010
Dear Friends of Primavera,

Throughout this past fiscal year and into the current year, we’ve been weathering the economic “perfect storm” by focusing on core services and activities while reminding ourselves and the larger community of the need for sustainable social and economic justice for all. By successfully securing additional federal stimulus funding and through organizational restructuring, we’ve been able to respond to the increased demand for services and resources by providing support for:

- Long-term rental assistance for those who lost jobs due to the economic crisis;
- Foreclosure prevention and mitigation counseling services for families at risk of losing their homes;
- Neighborhood stabilization and revitalization in the City of South Tucson, one of many neighborhoods in Pima County that has been negatively impacted by the foreclosure crisis.

We are deeply grateful for your interest, generosity, and compassion! Without it, we would not have been able to respond to the tremendous demand for Primavera’s continuum of programs, from survival to sustainability, during extremely challenging times. With your investment in Primavera we were able to partner with over 6,000 homeless and low-income families in Tucson and Pima County last year, providing critical resources and support on their pathway out of poverty. We continue to envision a time when everyone in our community has a safe place to call home.

On behalf of all of us at Primavera, we look forward to another year of hope, opportunity, and transformation.

[Signature]
Peggy Hutchison
Chief Executive Officer

As my first year as Board President of Primavera comes to a close, I am struck by how often people in the community tell me what a great organization Primavera is and how it is the one organization they always support. I have to agree with them when they tell me that we are one of the best-run non-profit organizations in Tucson and most importantly, how Primavera’s assistance and advocacy is crucial to individuals, families and our community.

I am proud that Primavera is known throughout Pima County and Arizona for providing pathways out of poverty for those most in need, while never forgetting our larger commitment is to ensure everyone has safe, affordable housing, a job, and a healthy neighborhood.

In partnership with you, we are providing hope and help to homeless and low-income families in our community. We thank you for your support and assistance and friendship – the volunteer hours, in-kind and monetary donations and most importantly your belief that all of us working together can make our community a place where all individuals and families can thrive.

With deep gratitude,

[Signature]
Leslie J. Cohen, J.D.
President of the Board of Directors
**Emergency Services**

Primavera’s Emergency Services include daytime drop-in hospitality centers, mail and telephone message services, food boxes, bus passes, eviction prevention, emergency motels for families, mobile homeless outreach, mobile crisis response, a 107-bed men’s shelter and a 17-unit family shelter. Primavera provided 2,067 food boxes and 7,528 bus passes to persons with medical appointments and/or job interviews; 60,000 safe nights of respite shelter to 1,967 individuals/families; rental assistance to prevent the eviction of 181 families; and case management for 1,305 households through the Emergency Services programs.

**Homeless Intervention and Prevention Drop-in Center**
Our street-level center provides basic survival resources for homeless and low-income men, women, and children, including personal hygiene products, restrooms, relief from the weather and Pima County’s only free mail and telephone message services. The program also offers information and referrals through case management and a supportive, safe environment. Through short-term case management, homeless and near homeless individuals and families may be provided emergency motel vouchers, eviction prevention funds, rental, mortgage and move-in assistance, and/or referrals to emergency and transitional shelters.

**Men’s Emergency Shelter**
This 107-bed facility is the largest men’s shelter in Pima County and provides meals, support services, and case management for up to five consecutive nights. If working or in case management, guests may stay up to 90 nights at no cost. Case managers offer assistance and referrals to guests dealing with health concerns, including substance abuse problems.

**Mobile Outreach**
An outreach case manager visits desert encampments, river beds and other areas to inform homeless individuals and families about services and resources for their immediate and/or long-range needs. Bringing food, blankets, clothing, and valuable information helps establish rapport, gain trust and develop relationships with those living outside.

**Casa Paloma Drop-in Center**
Unaccompanied, homeless women receive immediate survival assistance including showers, food, hygiene supplies, clothing and a safe haven. Casa Paloma provides these women with case management and referrals, free laundry facilities, phone access, bus passes and supportive volunteers, staff and peers.

**Greyhound Homeless Family Shelter**
This 71-unit complex is the only shelter in Tucson that keeps families of any composition housed together. A case manager works with guests to link them with benefits they may be entitled to, helps guests with budgeting and a savings plan, and advocates on their behalf with the Department of Economic Security, Child Protective Services and school districts.

**Survival**
WORKFORCE DEVELOPMENT

PRIMAVERA WORKS
An employment and workforce development center for homeless/near homeless men and women, Primavera Works assisted over 480 people last year. This transitional day labor program helps people establish a stable work/tax history, develop job skills and access resources necessary for permanent employment and independent living. Twenty-six percent of those who utilized this service left with permanent employment.

PRISONER RE-ENTRY PARTNERSHIP (PREP)
Primavera’s four-year, multimillion dollar U.S. Department of Labor demonstration grant is a community partnership providing employment services and mentoring for ex-prisoners released into Pima County. To date, PREP has enrolled 755 participants with the following results: 72% employment rate after the first quarter; 73% employment retention rate after one year; and 12% recidivism rate, compared to the national recidivism rate of 44%.

AFFORDABLE HOUSING

TRANSITIONAL & PERMANENT RENTAL HOUSING
Primavera operates 10 housing programs with 180 housing units. Our rental housing programs served 426 persons (individuals and families) last fiscal year. On average, 61% of transitional housing residents who have been in the program more than 30 days move into permanent, safe housing after exiting the program.
HOMEOWNERSHIP
Primavera’s HomeOwnership Program focuses on opportunities for homeownership education, preservation, and asset building in partnership with individuals and families seeking long term financial empowerment. Services include: financial education, homeownership education, credit counseling/restoration services, incentive-based savings plans, loan packaging, and mortgage foreclosure prevention and mitigation services. During the year, 102 individuals graduated from financial education workshops and 198 graduated from homeownership education workshops. Additionally, 30 mothers and 45 children/youth started new savings accounts through the Her Family Initiative, an incentive-based asset building program for mothers and their children. Primavera was essential in mitigating our community’s foreclosure crisis, providing 794 families with foreclosure prevention assistance last year. As a result, 310 families obtained a loan modification, received assistance in bringing their mortgages current, and ultimately saved their homes from foreclosure. Moreover, Primavera assisted 73 low-income families in purchasing their first homes.

COMMUNITY ENGAGEMENT
Primavera hosted three leadership development events and 10 other special events/forums, reaching an overall total of 4,025 people. The Partners in Change Initiative (now Civic Engagement Resident Leadership Training), a partnership with the University of Arizona’s Southwest Institute for the Research on Women, provided 25 participants in Primavera’s Women’s Services program with workshops to learn the skills needed to politically advocate for themselves. A Rights Restoration Workshop held in partnership with the University Of Arizona’s College of Law and the Pima County Clerk of the Superior Court helped 40 ex-offenders begin the process of restoring their rights and/or vacating convictions. Primavera also partnered with Casa Maria Catholic Worker to ensure that Sun Tran, Tucson’s public bus system, continues to provide the vital low-income fare program that so many in our community rely upon for daily transportation. Primavera and the residents of Barrio Anita worked together to create the Tierra Anita Community Garden with the goal of revitalizing a fallow community garden plot near one of Primavera’s women’s housing programs. Subsequently, the group applied for and was awarded a small grant from PRO Neighborhoods to fix the broken irrigation system, invest in tools and seeds, and get the garden started. Primavera continued the tradition of hosting the Annual Homeless Memorial, a time to remember and honor those who paid the ultimate price for the nation’s failure to end homelessness.

NEIGHBORHOOD REVITALIZATION
Primavera purchased seven distressed properties in the City of South Tucson. Two of the homes were rehabbed and prepared for sale to low-income, first-time homebuyers from Primavera’s HomeOwnership Program. One duplex was rehabbed to Leadership in Energy and Environmental Design (LEED) green building certification, and will be rented to two families whose annual incomes are at or below 50% of the area median income. Two severely distressed, unsafe homes were replaced with new ENERGY STAR manufactured homes; two more will be completed soon and all will be sold to first-time homebuyers.
Community Partnerships

We value our diverse partnerships with a wide variety of businesses, government agencies, community organizations, and individuals. We are deeply grateful to them and to all of our supporters.

Emergency Services and Transitional Housing
Arizona Department of Corrections
Arizona Department of Corrections Neighborhood Association
Caravans Harms
Southern Arizona Health Village for the Homeless
Community Food Bank
Community Health Awareness Healthcare
COFC Community Services
Desert Plan
Deep Rock of Southern Arizona
Life of Hope
Sahara Mission
Homelessness Prevention and Rapid Re-Housing Program Coalition
San Juan Jack Sullivan Employment Services
San Juan Jack Sullivan Employment Services – First County Community Developement Corporation
San Juan Jack Sullivan Employment Services – First County Homelessness Prevention Task Force
Territory Health Services
St. Elizabeth of Hungary Clinic
St. Vincent de Paul
Salvation Army
San Antonio AIDS Foundation
Tucson Housing and Community Development Department
Tucson-Pima Collaboration to End Homelessness
Tucson Police Department
Tucson Unified School District
Tucson Unified School District Substance Abuse Treatment Program

Workforce Development
Arizona Department of Corrections Location
Arizona Department of Corrections Neighborhood Association
Arizona Housing and Prevention
City of Tucson

Value of Volunteer hours in dollars $900,803* 
48 Weekly program volunteers 8,060 Total hours annually
720 Monthly meal team volunteers 27,480 Total hours annually
720 Monthly meal team volunteers 7,664 Total hours annually
365 Other volunteers 7,664 Total hours annually
8,060 Total hours annually
304 Total volunteers 43,204 Total hours

Volunteers

Many Primavera programs rely heavily on the time, energy and compassion of a volunteer force of hundreds of people from all walks of life. They are truly the backbone of our agency and a good portion of our organization could not exist without them and we are forever inspired by their commitment.

48 Weekly program volunteers 8,060 Total hours annually
720 Monthly meal team volunteers 27,480 Total hours annually
365 Other volunteers 7,664 Total hours annually
1,133 Total volunteers 43,204 Total hours

*Value of volunteer hours in dollars $900,803* 

For a second year, Cox Communications partnered with Primavera to provide a corporate buy-out of a Cochita dinner. The Cox night at Janos was a great success with 165 diners and raised more than $20,000.

The Theke family
Primavera Cooks Coalition

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**CONSOLIDATED STATEMENT OF REVENUE AND EXPENSE**

**FROM JULY 1, 2009 TO JUNE 30, 2010**

**REVENUE**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Government Grants and Contracts</td>
<td>$3,379,695</td>
</tr>
<tr>
<td>Contributions and Fundraising</td>
<td>$1,124,090</td>
</tr>
<tr>
<td>DONATED MEALS</td>
<td>$309,990</td>
</tr>
<tr>
<td>Revenue generated by Programs</td>
<td>$921,578</td>
</tr>
<tr>
<td>Miscellaneous (Interest income, unrealized gains)</td>
<td>$142,478</td>
</tr>
</tbody>
</table>

**TOTA L REVENUES** | $5,877,831 |

**EXPENSES**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Contributions and Fundraising</td>
<td>$524,110</td>
</tr>
<tr>
<td>General and Administrative</td>
<td>$378,472</td>
</tr>
<tr>
<td>Program Services</td>
<td>$5,275,810</td>
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</tbody>
</table>

**TOTA L EXPENSES** | $5,275,810 |

**5% Donated Meals**

**10% General and Administrative**

**19% Contributions and Fundraising**

**58% Government Grants and Contracts**

**2% Miscellaneous**

**16% Revenue Generated by Programs**

**PARTNERSHIPS**

Primavera Foundation is a charter member of NeighborWorks® America (NWA), a nationwide network of community development organizations actively engaged in revitalization strategies that strengthen communities and expand the supply of affordable housing. The standards for maintaining NWA membership are high. Primavera undergoes periodic, rigorous audits and reviews to ensure taxpayer money is being invested in ways that produce results for citizens. NeighborWorks® America’s Organizational Health Tracking System Committee has rated Primavera Foundation on Exemplary Organization because Primavera exceeded performance standards in Resource Management, Organization, Management, and Production/Program Services.

**GOVERNMENT CONTRACT SUPPORT**

| Arizona Department of Economic Security | $358,394 |
| City of Tucson | $50,000 |
| Arizona Department of Housing and Economic Development | $944,707 |
| U.S. Department of Housing and Urban Development | $149,500 |
| NeighborWorks® America | $427,631 |
| Pima County | $572,731 |
| U.S. Department of Housing and Economic Development | $100,000 |
| City of Tucson | $215,793 |
| U.S. Department of Labor | $100,000 |
| NeighborWorks® America | $54,216 |

*Please note we have additional Neighborhood Stabilization Program contracts with Pima County of $625,000 which have carried over into 2010-2011 fiscal year.

**SIGNIFICANT IN-KIND DONATIONS**

| All Primavera Volunteer Meal Teams | Assistance League of Tucson |
| Badel & Beyond | Cathy Espinos |
| Desert Skies United Methodist Church | Dr. Edmund J. Weber |
| Dr. Michael T. McEnery | Good Shepherd UCC |
| Gordon and Elizabeth Packard | John and Jill Weiss |
| Jackie Home | Kelly’s on Fourth |
| John and Juli Weiss | Leslie J. Cohen |
| K2ID News 13 | Louis and Rosemary Ziraldo |
| Madden Media | Leslie C. O’Rourke |
| Melanie’s On Fourth | Maria Mendoza and Carl James |
| Mary and Bill Buehler | Michelle Crapo |
| Office Depot | Minerals, Inc. |
| Parliament Cookie Restaurants | Morgan and Friends |
| Newspapers | nordstrom |
| Office Depot | Ramin and Associates |
| Primavera Kitchen | Ripe Fruits |
| Primavera Foundation | Rino’s |
A special component of our annual giving campaign, these circles recognize contributors of $1000 or more between July 1, 2009 and June 30, 2010. Every effort is made to accurately represent the giving history of our donors. Should you notice that we have inadvertently missed listing your donation, please contact us at 623-5111 x101.

**DIGNITY LEVEL**
$2,000-$4,999
- Anonymous
- Anonymous (3)
- Anonymous (6)
- Anonymous (10)
- Anonymous (16)
- Anonymous (20)
- Anonymous (24)
- Anonymous (26)
- Anonymous (30)

**EMPOWERMENT LEVEL**
$5,000-$9,999
- Anonymous
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**OPPORTUNITY LEVEL**
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**INDEPENDENCE LEVEL**
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**AUTONOMY LEVEL**
$250-$499
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BOARD OF DIRECTORS

SERVICE DURING FISCAL YEAR 2009-2010

Leslie J. Cohen, J.D.
President
Director
Sonoran UCEDD Family and Community Medicine, U of A

Rebecca McReynolds
Vice President
Financial Writer

Joel Gastelum
Secretary
City Planner
City of South Tucson

Debbie Wong
Treasurer
VP and Relationship Manager
Small Business Banking
JPMorgan Chase / Retired

Nancy Bissell
Co-Founder
Primavera Foundation

Adriana Cohen
Sociologist, Journalist and Community Organizer

Janice Crebbs
Administrative Assistant

Rhonda Dean
Healthcare Consultant

Adrian Duarte
Train Service Conductor
Union Pacific Railroad

Michael Dunne
Director of Media Relations
Cox Communications

Rick Eck, Ph.D.
CEO
Supported Living Systems, Inc.

Leslie Hunter
City of Tucson
Community Services / Retired

David Longoria
Executive Assistant to the County Administrator,
Pima County

Ana Lopez
Teacher
Mission Manor Headstart

Gordon Packard
Co-Founder
Primavera Foundation

Charlene Pesquiera-Burner
Asset Management Analyst
Tucson Electric Power

John Schwarz, Ph.D.
Author and Professor
University of Arizona

Joseph Scott
Community Development Administrator / Retired

Andy Silverman, J.D.
Professor; College of Law
University of Arizona

Susan Tarrence
Principal
The Sales Development Company

Senior Staff
FY 2009-2010

Peggy Hutchison
Chief Executive Officer

Marcy Brell
Chief Financial Officer

Anne Zimmerman
Chief Development Officer

Linda Kot
Deputy Director

Denise Taub
Chief Asset and Properties Manager

JoAnn Salazar
Chief Human Resources Officer

Cammie Dirrim
Chief Compliance and IT Officer

Board Meetings are held at 151 W. 40th St. the second Monday of every other month. Members are re-elected every three years, officers bi-annually.

Peggy Hutchison, Chief Executive Officer, 
Provides leadership to Primavera Foundation and its supporting entities, 
to fulfill our mission of working with people who have 
developmental disabilities to improve their lives through 
innovative services, leadership, and advocacy.

Primavera Foundation Inc., is a non-profit social service agency that makes its services available to people regardless of race, color, religion, disability, national origin, political beliefs, veteran status, sex, sexual orientation or age. Reasonable accommodation and special assistance are available in compliance with the Americans with Disabilities Act.