IN THE NEXT 35 YEARS...

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,

Sam Swift, Board President  
Peggy Hutchison, CEO

LEARN MORE ABOUT PRIMAVERA’S PURPOSE AND HISTORY:  
PRIMAVERA.ORG/OUR-STORY
EXECUTIVE SUMMARY

Primavera Foundation is a local nonprofit comprehensive community development organization whose mission is to provide pathways out of poverty through safe, affordable housing, workforce development, and neighborhood revitalization. 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 the organization’s strategic direction.

Primavera carries out its mission through community building and education, advocacy, and organizing while providing a continuum of homeless intervention and prevention, housing, workforce development, asset building, neighborhood revitalization, and community building and engagement programs that address homelessness, persistent poverty, and neighborhood disinvestment. All of Primavera Foundation programs are focused on facilitating progress towards individual economic independence, long-term financial security, neighborhood investment, and community building and engagement. Our strategic goals are two-fold:

1) Provide equity of opportunity with dignity to marginalized and disenfranchised members of our community to live in safe, affordable homes, build sustainable financial futures, and become empowered to affect long-term positive change for themselves, their families and their communities;

2) Educate the broader community about policies and other root causes that create and perpetuate poverty and disenfranchisement. Provide opportunities for community members to give back through volunteering and engagement while also learning about the challenges and barriers faced by residents living in desperate poverty.
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ORGANIZATIONAL GUIDING PRINCIPLES

The Primavera Foundation Guiding Principles are essential to the mission, vision, and values of the organization. We honor program participants, coworkers, local neighborhoods, and the larger community through our commitment to the following Guiding Principles:

INTEGRITY

We exhibit honesty, patience, and tolerance in dealing with others. We are truthful in our interactions, make and keep promises, and accept and offer constructive criticism. We take responsibility for our actions and decisions and avoid placing blame on others. We are reliable in completing tasks and fulfilling commitments to others. Our discussions are open and we make information available to all concerned. We refrain from speaking negatively about others and apologize when appropriate.

RESPECT

We work to build trust and confidence. We honor confidentiality, and maintain appropriate boundaries. We welcome different opinions and agree to disagree. We are professional and ethical in our treatment of others. We seek out others’ points of view and demonstrate support of coworkers.

ACCOUNTABILITY

We recognize our responsibility to donors and participants for appropriate stewardship of the resources and trust vested in us. We base the goals of our activities on our mission and shared vision. We continuously evaluate and strive to meet the needs of participants, staff, and volunteers. We work together to accomplish desired outcomes, demonstrate a commitment to organizational goals, and hold ourselves accountable for the organization’s effectiveness. We each fulfill our specific responsibilities in the organization, and acknowledge and value the roles/responsibilities held by others.
COMPASSION

We offer caring and sensitivity to each other and participants. We promote an atmosphere of tolerance, inclusion, and good humor. We are sympathetic to the needs of others and seek to alleviate that suffering through compassion and the pursuit of our mission/goals. We value diversity and confront discrimination and injustice of any form.

LEADERSHIP

We create a safe, trusting and stable environment where the individual and group can take risks and assume leadership. We recognize and reward participation, risk-taking, and leadership. We respect questioning and self-examination, and understand that growth and creativity often require risk-taking and change. As leaders, we strive to find the balance between following and leading within groups. We take a lead role in advocacy issues that are the foundation of Primavera’s mission.
Each year, Primavera’s programs impact over 8,000 individuals and families living in southern Arizona. Primavera is organized along seven lines of business with multiple programs under each. The lines of business are: Emergency Services, Workforce Development, Property and Asset Management, Financial Empowerment and HomeOwnership Promotion, Education and Preservation and Services, Neighborhood Revitalization, Community Building and Engagement, and, Philanthropy. All lines of business and programs address the following four goals:

**GOAL 1**
**SURVIVAL**
For many men, women and families, the first step to getting off the streets is connecting to one of Primavera’s emergency services programs where they will find immediate relief and shelter as they recover from economic crisis. These programs often serve as the first stepping-stone out of poverty, assisting people to acquire the information and skills needed to live independently and offset future crises.

**GOAL 2**
**STABILITY**
Primavera provides men, women and families experiencing/at risk of homelessness support to transition to a more stable existence by providing safe, affordable housing and steady employment.
GOAL 3
SECURITY
Primavera provides a variety of financial empowerment and asset-building services, including incentive-based savings plans and homeownership opportunities, as it partners with individuals and families seeking long-term financial empowerment.

GOAL 4
SUSTAINABILITY
Primavera works with a variety of partners to engage residents, neighborhoods, businesses, donors, and volunteers to promote and sustain an equitable, healthier community. Strategies include the development of affordable housing, leadership development, and civic engagement through education, volunteer opportunities, community building and organizing, and advocacy for changes to critical policies that perpetuate persistent poverty and impact poor and marginalized members of the community.

A Unique Continuum of Success

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

4. SUSTAINABILITY
NEIGHBORHOOD REVITALIZATION
Community Development & Planning
Multi-Family Rental Housing
Green Initiatives

COMMUNITY BUILDING & ENGAGEMENT
Annual Homeless Memorial
Las Abelitas After-School Program
Healthy South Tucson
Resident Engagement & Leadership Development
Community Gardens
Advocacy

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

3. SECURITY
CIVIL RIGHTS RESTORATION
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
THE PRIMAVERA FOUNDATION STRATEGIC PLAN FOR 2018-2021 CALLS FOR TWO BOLD GOALS:

GOAL 1
Provide equity of opportunity with dignity to marginalized and disenfranchised members of our community to live in safe, affordable homes, become gainfully employed, and become empowered to affect long-term positive change for themselves, their families and their communities.

GOAL 2
Educate the broader community about policies and other root causes that create and perpetuate poverty and disenfranchisement. Provide opportunities for community members to give back through volunteering and engagement while also learning about the challenges and barriers faced by residents living in desperate poverty.
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<td><strong>1</strong> REDEVELOP HIP CENTER</td>
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<td><strong>2</strong> INCREASE # OF AFFORDABLE</td>
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<td>RENTAL HOUSING UNITS</td>
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<td>By 50 units over 3 years</td>
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<td><strong>3</strong> INCREASE # OF PEOPLE</td>
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<td>SECURING JOBS</td>
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<td>By 50/year</td>
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<td><strong>4</strong> INCREASE # OF FIRST TIME</td>
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<td>HOMEBUYERS</td>
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<td>By 10% each year</td>
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<td><strong>5</strong> IMPROVE INTERNAL</td>
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<td>AND EXTERNAL EVALUATION</td>
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<td><strong>6</strong> EXPAND LEADERSHIP</td>
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<td>FOR COMMUNITY MEMBERS</td>
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<td><strong>7</strong> IMPROVE NET OPERATING</td>
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<td><strong>8</strong> DECREASE UTILITY COSTS</td>
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<td>BY 10% through greening</td>
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<td>of Primavera properties</td>
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<td><strong>9</strong> STRENGTHEN ORGANIZATIONAL</td>
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PERFORMANCE IMPERATIVE OUTCOMES

1. Provide greater dignity and expansion of services to the individuals and families served at the Homeless Intervention and Prevention Center (HIP) through the redevelopment of a new HIP Center in downtown Tucson which provides services for those experiencing or at-risk of homelessness.

2. Expand affordable rental housing in the community by increasing the number of multifamily affordable, green rental housing in Primavera’s portfolio by 50 units over three years. (21 units by January 2019; 50 units by 2021).

3. Increase the number of underserved members of the community with barriers to employment securing jobs by 150 over three years (50/year) through expanded and diverse partnerships with businesses and residential customers in need of temp and permanent employees.

4. Increase the number of informed and financially empowered families (living in poverty and with barriers to equity of opportunity) to become first time homeowners by 10% each year through:
   • Financial and Homebuyer Education classes.
   • Savings opportunities.
   • Down payment assistance.
   • Expanded community partnerships with Habitat for Humanity, Southern Arizona Land Trust, and Tucson Urban League.
5. Ensure that programs and strategies are well-designed and well-implemented with a focus on continuous improvement and measurable impact through internal and external evaluation for mission effectiveness. Social Solutions Efforts to Outcomes (ETO) across most lines of business will be fully implemented and functioning by July, 2019. Success Measures Data System (SMDS) will measure resident confidence where Primavera carries out neighborhood revitalization strategies. Community Services Analysis, LLC will provide independent bi-annual analysis of social and economic return on investment from Primavera Foundation services and community building, engagement, and advocacy.

6. Strengthen and expand leadership development and capacity for community building and advocacy among program participants, residents, neighborhoods, and diverse community partners through: expanding opportunities to Rights Restoration clinics by increasing access at diverse community locations and the Tohono O’odham Nation to include 100 more participants; the completion and adoption of a community informed comprehensive development plan for the City of South Tucson; increasing the number and diversity of Primavera volunteers by 30% over three years; expanding the number of participants and diverse constituent groups attending resident leadership training and community building workshops, events, NeighborWorks America Community Leadership Institutes, and advocacy with residents of the City of South Tucson, and Primavera’s multifamily rental housing communities by 100 over three years.

7. Improve Net Operating Income (NOI) of Primavera’s multifamily rental portfolio by increasing the capacity of the Asset Management Department through the employment of skilled and knowledgeable staff to fill vacant positions, establishing new partnerships with organizations/businesses interested in leasing units for staff and/or constituents, developing new target markets and methods including social media to fill vacant units, and expanding Resident Services offerings at four properties to eight to provide residents with additional support, particularly in the area of eviction prevention. NOI increases would start slowly at a 3% increase and gradually increase to 8% as new units and staff come online and impact the bottom line.
8. Decrease electric, gas, and water utility usage by 10% annually through the continuing efforts to green Primavera properties including installing energy efficient products and materials during rehab and maintenance activities where practical. Via Primavera’s Green Team, staff will be provided with green training, information, challenges, and activities throughout the year in keeping with Primavera’s commitment to reduce environmental impact and promote green and sustainable practices throughout the organization.

9. Continue to strengthen organizational financial health and sustainability through increased partnerships with corporate sponsors, local businesses, faith communities, residential customers, diverse volunteers, and, increased revenue from Primavera Works by 20% over three years; and, Philanthropy, increased revenues by 21% over three years.

10. Practice courageous, adaptive, Board and staff leadership that invests in building an organizational culture that values learning, and embraces diversity and inclusion through: completion of a Race, Equity, Diversity, and Inclusion (REDI) training and engagement process with Board and staff; development of a cultural competency and equity policy statement; continuing to expand Board diversity and expertise with the addition of six new board members; and, ensuring diversity and inclusion in succession planning for board officers, senior leadership and leadership staff positions.
The Finance department sees many ways it can and will impact the Performance Imperatives reported elsewhere in this strategic plan. While we may not have an immediate or direct impact on all outcomes, our stewardship of revenues and expenses through reporting, internal controls and collaborative strategic planning allow us to impact the following outcomes as stated:

**OUTCOME 1** - Provide greater dignity and expansion of services through redevelopment of downtown HIP Center.

**FINANCE DEPARTMENT IMPACT** - Support the timely expansion and revived services through efficient cash management to prevent construction delays and service gaps. Assist Asset Management department in risk mitigation and cash flow and finance planning.

**OUTCOME 2** - Increase multifamily portfolio.

**FINANCE DEPARTMENT IMPACT** - Provide efficient and timely financial information to property and asset management team to support their increased tenant load and related financial objectives.

**OUTCOME 3** - Increase the number of jobs secured by members of the community with barriers to employment.

**FINANCE DEPARTMENT IMPACT** - Support increase in employees and employment partners through accurate and timely billing, efficient and flexible payroll processes and a range of payment options for employment partners.
OUTCOME 7 - Improve Net Operating Income (NOI) of the multifamily portfolio

FINANCE DEPARTMENT IMPACT - Assist by providing guidance on pay rates and other benefits commiserate with the level of talent sought to fill vacant positions and retain outstanding staff. We will also provide financial guidance and oversight to current and new staff to expand their fiduciary capacity and drive NOI increases.

OUTCOME 9 - Continue to strengthen organizational financial health and sustainability through increased partnerships and increase revenue in key departments

FINANCE DEPARTMENT IMPACT - Support philanthropic efforts through good financial stewardship of donor funds. These efforts include ensuring effective use of donor funds by monitoring ROI and providing suggestions for expanding and contracting program spending as appropriate.
Support increased revenues in other program areas through the same effective stewardship, timely reporting and strategic spending suggestions. In addition, we will continue to provide financial leadership and education to staff members to improve their fiduciary strength propelling their departments toward increased revenues and decreased expenses.

OUTCOME 10 - Practice courageous, adaptive, Board and staff leadership that invests in building an organizational culture that values learning, and embraces diversity and inclusion

FINANCE DEPARTMENT IMPACT - The CFO and Accounting Manager will actively and enthusiastically participate in leadership development while modeling behaviors that exhibit inclusivity, equity and respect to all staff, partners and participants.