



creating
community

The TELLING MURAL

1870-1910: ARAUCANIAN & SPANISH MEXICAN
1910-1920: THE GREAT MIGRATION
1920-1930: THE GREAT MIGRATION
1930-1940: THE GREAT MIGRATION
1940-1950: THE GREAT MIGRATION
1950-1960: THE GREAT MIGRATION
1960-1970: THE GREAT MIGRATION
1970-1980: THE GREAT MIGRATION
1980-1990: THE GREAT MIGRATION
1990-2000: THE GREAT MIGRATION
2000-2010: THE GREAT MIGRATION
2010-2020: THE GREAT MIGRATION

Great Fruit Cakes	14
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Creating Change

The Community Foundation for Southern Arizona (CFSA) has joined with multi-sector partners to help preserve and advance the neighborhoods along South 12th Avenue, a natural cultural and culinary corridor known locally as “La Doce” (“the 12” in Spanish). The project aims to address the area’s food and economic insecurity, identify investment opportunities, promote cultural awareness and improve social equity.

“The Talking Mural,” by artists Alex Jimenez and Johanna Martinez, pictured below, celebrates the people and places of La Doce. It was funded in part by a New Works grant from the Arts Foundation for Tucson and Southern Arizona, a supporting organization of CFSA.



La Doce Partners

Community Food Bank of Southern Arizona
City of Tucson Office of Sustainability
Southwest Folklife Alliance
Tierra y Libertad
Community Foundation for Southern Arizona

Matching Grant

Funders' Network for Smart Growth and Livable Communities

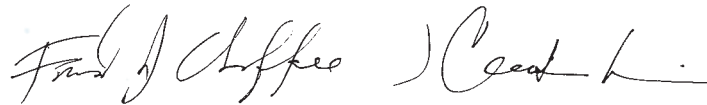
Creating Community

We are happy to share with you our Report to the Community Fiscal Year 2017. This year, we listened to our diverse constituency through a series of nonprofit convenings to learn how we can support the sector more effectively. We changed our grantmaking to provide general operating CORE support to high-impact nonprofits, giving them the flexibility to decide how to invest in furthering their mission. We put our mission into bricks and mortar by purchasing what will become the Community Foundation Campus, a place for all nonprofits to convene, collaborate and learn.

We partnered with The David and Lura Lovell Foundation and ten nonprofit agencies to support end-of-life care throughout our community. We joined forces with the City of Tucson, Southwest Folklife Alliance and Community Food Bank to develop food entrepreneurs and an ecosystem in La Doce neighborhood. We partnered with Arizona Public Media to bring award-winning journalist Maria Hinojosa to Tucson to moderate the Community Interactive: Stories from the Border event to explore and learn more together about the issues of our cross-border region.

All of these initiatives converge on our common goal of “creating community”—an idea that for us has special meaning. We see community as not just shared space, but shared strength in the face of common challenges. We see creating community as creating new ways to make our donors’ gifts go further. We see community as not just people living together, but people working together, succeeding together.

Through your generosity, we granted almost \$16 million in FY17—50 percent more than our previous record—and grew our assets to a record \$144 million. We offer our sincerest thanks to our donors, to our nonprofit partners, and to our volunteers, staff and board for all your support for our activities throughout the year. You create community. Every day, you improve lives across Southern Arizona. Every day, you make the world a better place.



Fred Chaffee
Chair, Board of Trustees

J. Clinton Mabie
President and CEO



Fred Chaffee



J. Clinton Mabie

Our Programs

African American Initiative (AAI) has a simple goal: direct dollars and foster collaboration among organizations and individuals serving the most pressing needs of the African American and greater Tucson community. The initiative mirrors others around the country promoting greater investment in the African American community. Led by a board of community leaders, the vision for AAI is to become the forum for the community to collaborate and prioritize its needs and aspirations and to improve the quality of life of everyone living in metropolitan Tucson.

Community Interactive is a series of engaging and informative live events addressing poverty, education, the arts, immigration and other concerns in Southern Arizona. Produced in partnership with Arizona Public Media, the events are free and open to the public, and offer opportunities to participate in solution-driven conversations on the challenges and potential solutions to pressing issues.

The Lesbian, Gay, Bisexual, Transgender and Straight Alliance Fund seeks to foster charitable giving in support of innovative programs and initiatives that benefit the LGBTQ community in Southern Arizona. Created in 1999 in partnership with the National Lesbian and Gay Community Funding Partnership, the Fund addresses the chronic pattern of underfunding of lesbian, gay, bisexual, and transgender programs and supports efforts to address these issues through philanthropy and endowment building. The Alliance Fund connects donors with projects that benefit the LGBTQ community through annual competitive grant rounds.

MAP Dashboard (MAP) was created to measurably improve Southern Arizona through data-driven, collective civic action and education. MAP fills a gap by providing a common collection of information upon which to evaluate our community and collaborate to address our shared issues. MAP Dashboard is sponsored by the local community—the product of a partnership between the Community Foundation for Southern Arizona, the Pima Association of Governments, the Southern Arizona Leadership Council and the University of Arizona. The UA's Economic and Business Research Center maintains, updates and administers the MAP Dashboard website.

Social Venture Partners Tucson (SVP) inspires and promotes philanthropy using a venture capital approach to effect social change. SVP combines the power of business with the passion of philanthropy to enhance philanthropic education and invest in innovative nonprofit organizations. SVP uses a high-engagement model that pools the financial, professional and human resources of partners to achieve long-term impact and create a culture of philanthropy. Building a dynamic connection between entrepreneurial energy and grassroots innovation. SVP links individuals with nonprofit organizations to make a hands-on difference.

See pages 4-7 to learn more about our program activities in the past year.

Supporting Organizations

CFSA Properties, Inc. holds, owns and operates real properties to benefit the mission of the Community Foundation for Southern Arizona.

Howard V. Moore Foundation makes distributions to Yuma nonprofits in support of philanthropic purposes.

Nonprofit Loan Fund strengthens the financial capacity of nonprofits by providing loan financing and financial education for nonprofits operating within the Southern Arizona community.

Sycamore Canyon Conservation Foundation supports monitoring, maintaining and repairing certain environmentally-sensitive areas in Sycamore Canyon.

Thomas R. Brown Family Foundation supports the community through grants to qualified religious, charitable, scientific and educational organizations.

William Edwin Hall Foundation supports the community through grants for programs for children.

Women's Foundation of Southern Arizona collaborates to achieve social, political and economic change that empowers women and girls.

Worth & Dot Howard Foundation offers educational scholarships to a wide range of meritorious individuals from designated Arizona schools, community colleges, and other higher learning institutions.

Zuckerman Community Outreach Foundation provides grants to improve the Southern Arizona community with a focus on health and wellness, the creative arts and education.

More online at www.cfsaz.org/partnerships

Our Geographic Affiliates

Santa Cruz Community Foundation promotes philanthropy and assists with the creation of a healthier, more productive community for the residents of Santa Cruz County.

Stone Canyon Community Foundation assists local charitable organizations that help young people in Oro Valley and Tucson get on track and stay there, placing special emphasis on early childhood education, high school graduation, and the development of life skills.

Our Services

Individuals and Families: The Community Foundation for Southern Arizona (CFSA) provides personalized service to individuals and families to assist them in identifying their philanthropic goals. We learn about their interests and discuss plans that align with their passion, whether it is a community effort or a specific nonprofit organization. There are many ways to fund causes during one's lifetime and beyond. There are also ways to participate in CFSA to build our investment in the community now and forever. Through a partnership with CFSA, you can:

- Support a specific charity over a number of years or a particular community cause of the giver's choosing
- Recommend grants to various charities year after year
- Boost an individual's or a couple's income for life, resulting in a generous future gift to charity
- Build our community's endowment fund, providing a path for CFSA to address Southern Arizona's most pressing needs now and into the future or support the General Scholarship Fund, providing higher education assistance to local students who are often the first in their families to earn college degrees.

Southern Arizona Nonprofit Organizations: CFSA staff serve as a philanthropic resource to nonprofit organizations, building funds to accomplish their missions. This can be done in several ways, such as providing informational seminars to staff and board members about the benefits of estate gifting, consultations with individuals who want to make gifts to these organizations and providing endowment management services.

Southern Arizona Businesses: CFSA offers expertise and administrative support to large and small corporations and businesses to efficiently contribute to the community.

While individual business needs vary, they have the opportunity to benefit from the professional administration services offered by CFSA to leverage their support to the community by:

- Distributing grants on behalf of the business and providing status reports on them, thereby reducing its internal processes
- Ensuring grants are sent to legitimate and well-run nonprofit organizations supporting the community
- Recommending specific community needs that demonstrate effective ways of accomplishing their mission.

Private Foundations: In recent years, families who have established private foundations have found that converting their Private Foundation into a Donor Advised Fund with CFSA receive a number benefits that include:

- Avoiding burdensome reporting requirements and certain taxes imposed on private foundations
- Although family members continue to make granting decisions, the Community Foundation will ensure that the foundation's original philanthropic objectives remain in place.

Visit www.cfsaz.org/donors/community-foundation/

Professional Advisors: Individuals rely on professional advisors—attorneys, financial planners, CPAs, trust officers, investment advisors and insurance agents—to guide them in the process of making decisions about their estate plans. These professional advisors collaborate with CFSA to honor the donor's intent now and forever. They also work with CFSA to build relationships with potential donors and with other professional advisors in the community.

Visit www.cfsaz.org/advise/advantages-community-foundation/

CFSA's programs finished a rewarding year creating progress and increasing their reach within the community. Their commitment to enhancing lives in Southern Arizona has been unwavering, as they shared others' stories, addressed widespread concerns and supported the work of local nonprofits.

African American Initiative

Expanding Access to Education: Fourteen years ago, Marie Cephers organized fundraising to send local high school students on the African-American Historical Black College Tour. That first effort led to today's Southern Arizona Black College Community Support Group (SABCCSG). With pure spunk and persistence, Cephers and her fellow volunteers have grown the organization ever since, including an expansion last year funded by a grant from the Community Foundation for Southern Arizona's African American Initiative—the first grant in SABCCSG's history.

The organization used the award to expand its Summer Academic Foundation for Enrichment (S.A.F.E.) program, which for years has helped high school and middle school students combat "summer learning loss," achieve new competencies in reading and shore up self-esteem. Last year the group was able to offer

S.A.F.E. to elementary school students for the first time while also adding STEM and arts education to the mix, including having students stage a production of *Black Wall Street*.

Each Saturday for six weeks, students got breakfast and lunch (donated), individual attention in reading and math, science education, lessons in life skills and Black history and coaching on self-esteem, setting goals and realizing one's aspirations. Pima Community College donated space for the program, giving young, underserved students the experience of learning on a college campus. The College's chancellor was so impressed with the program that he's invited SABCCSG to form a lasting partnership.

Academic gains from the program have been impressive over the years, with SABCCSG reporting that past students have been able to gain an entire reading grade level in 30 hours or less. S.A.F.E. volunteers recruit participants each year by traveling from school to school, church to church, talking with counselors, pastors and others who work with youth across Southern Arizona. Today, the program reaches 50 to 75 students each summer, and SABCCSG hopes to reach even more someday by offering S.A.F.E. year-round.



Community Interactive

Stories from the Border: Bill was in high school when his mother Gloria told him by phone that she couldn't return to her Tucson home. After a series of administrative misfires seeking legal status after overstaying a visa, Gloria—married to a U.S. citizen for more than a decade and with four U.S.-born children—had been told she needed to apply for her green card from Mexico.

She went, only to find out that in doing so, she had crossed into Mexico illegally and was subject to a 10-year ban on returning to the United States. When Bill received a full-ride scholarship to a college in Maine, he went, but not before organizing a network of family and friends to check in on his elderly father and younger siblings. Naomi, then nine years old, became the household's head cook and housekeeper.

The story of Gloria and her family was one of many that helped inspire Community Interactive: Stories from the Border, presented at the Fox Tucson Theatre in September 2016 by the



Community Foundation for Southern Arizona in partnership with Arizona Public Media.

The event was hosted by award-winning NPR news anchor and reporter Maria Hinojosa, who facilitated discussion among a panel of four respected and accomplished journalists from Mexico and the U.S. Panelists drew on their histories of living near and reporting about the border to offer insights into the history and politics of U.S.-Mexico trade relations, economics and immigration.

Stories from the Border was the latest installment in the Community Interactive initiative launched by CFSA and Arizona Public Media in 2014 to offer Tucsonans the chance to participate in solution-driven conversations on challenges facing Southern Arizona. The first Community Interactive event focused on the working poor, followed by a forum on education.

Read featured stories and view video of the full 90-minute Stories from the Border program online.

Visit <https://www.azpm.org/borderstories>

LGBT&S Alliance Fund

A Gift Today for Future Impact: Founded in 1999 in partnership with the National Lesbian and Gay Community Funding Partnership, the Lesbian, Gay, Bisexual, Transgender, Straight (LGBT&S) Alliance Fund connects donors with projects that benefit the LGBTQ community through competitive grants.

The Alliance Fund was established in response to chronic underfunding of LGBTQ programs and has already directed nearly \$750,000 to redress that problem.

Last year alone, the Alliance Fund awarded grants totaling nearly \$53,000 to 13 organizations ranging from Camp Born This Way, which supports transgender youth and their families, to Southern Arizona Senior Pride, which works to raise awareness about issues facing LGBTQ elders.



Each year, donors provide the capital for these grants during an annual fundraising campaign. The Alliance Fund is also supported by the Funk/Noffsinger Endowment, the Noel Matkin-Jim Sincos Tribute Endowment, the Walt Whitman Endowment Fund and the LGBT&S Endowment Fund. And while that support has made incredible strides, the Fund's board also recognized that more is needed for transformational change.

To that end, four longtime supporters—spouses Doug Noffsinger and Roger Funk, Gloria Devore, and Sylvia t—recently pledged a combined gift of \$150,000 over three years to fund a Development Director, whose focus will be to significantly grow the Fund's assets to expand its grantmaking and grow its endowment, ensuring support for the Southern Arizona LGBTQ community in perpetuity.

"The time is right for the Alliance Fund to take the steps necessary to exercise greater influence and increase its funding reach," the donors expressed in a joint statement on their gift. "The Fund is widely respected and lends prestige to all projects that get its support. It is ready to lead in a climate that needs leadership and a community that welcomes it. In order for us to respond to the needs of the LGBTQ and wider community and to exercise community and statewide leadership, the Alliance Fund must have permanent development staffing."

MAP Dashboard

Making Action Possible: The MAP (Making Action Possible) Dashboard launched in 2014 with a mission to measurably improve Southern Arizona through data-driven civic action and education. In addition to comparing Tucson to 11 similar metropolitan areas, this free, online resource includes data on Arizona's 15 counties, the ten western states and the U.S. overall.

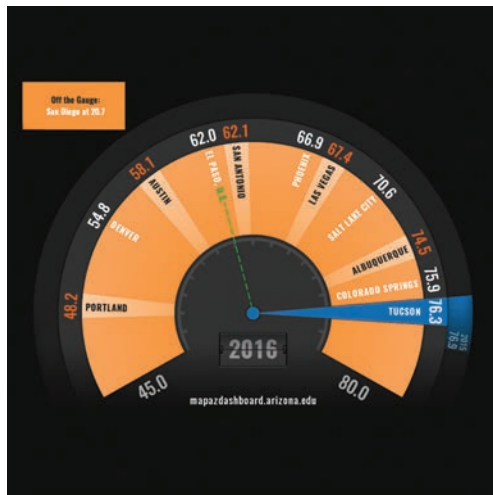
Information is organized into six primary categories—economy, education, health and social wellbeing, infrastructure, quality of place and workforce, and demographics—which together comprise a wide range of socioeconomic indicators, including five new measures: housing affordability, behavioral health, physical wellbeing, road conditions and creative occupations.

The initiative also recently completed a redesign of the graphic “fuel gauges” used to convey data in a quick, easy-to-read format. The new design includes trend information in an outer ring, simultaneously showing not only how Tucson is faring in its comparative sets but also whether our metro area is making progress in that indicator, holding steady or losing ground.

Last but not least, MAP added a new partner this past year. Originally born out of conversations between CFSA and the University of Arizona's Economic and Business Research Center, MAP was also founded in partnership with the Southern Arizona Leadership Council. In December 2016, the Pima Association of Governments joined that team.

Visit <https://mapazdashboard.arizona.edu/> to see MAP in action and learn more. In addition to rolling data updates throughout the year, the site publishes white papers by University of Arizona researchers and two in-depth articles each month across a range of topics: tourism, food access and reports on Southern Arizona city data, to name just a few from months past.

While on the site, sign up for the newsletter or follow MAP on Facebook or Twitter. Community feedback—including through regular “town hall” open forums—is key to the project's success.



NonProfit Loan Fund

Loans to Help Nonprofits Thrive: Launched in 2013, the Nonprofit Loan Fund of Tucson and Southern Arizona (NPLF) has provided Southern Arizona nonprofits with loans from \$30,000 to \$300,000 that have been used for a wide variety of purposes, from general operations to creating new programs, construction and more. Often, these loans make the difference between a nonprofit struggling to survive or going on to thrive and grow.

Such was the case for YWCA Southern Arizona, NPLF's first borrower, which received its initial loan in January 2014. The organization had been hit hard by the recession, but CEO Kelly Fryer had a strong plan to turn things around. NPLF worked closely with the YWCA on its financials (NPLF provides technical assistance along with loans), ultimately approving two additional, and larger loans.

That support became a bridge for the YWCA, allowing the organization to travel from a place of exhausted reserves and difficulty staying afloat to a new high mark in fiscal 2017, celebrating its 100th anniversary with a major fundraising campaign and the financial strength to refinance all of its debt with a traditional lender.

The Nonprofit Loan Fund is, itself, quite the success story, having now funded more than \$2 million in loans, all working with a \$1 million funding pool from private investors.

Over time, the Fund has used interest from its loans to grow its loan loss reserve, but to date has never had a borrower default.

Building on that success, in 2017 the Nonprofit Loan Fund was certified as a Community Development Financial Institution (CDFI), a highly selective designation awarded by the Department of the Treasury. As a CDFI, the Fund will now be able to attract federal capital and funding from major banks, dramatically expanding its lending capital and allowing it to invest in larger, community-wide and regional projects.



Social Venture Partners

The Power of the Perfect Pitch: Imagine a single mom in a dead-end job, raising her children in poverty. She's in college, hanging on by a thread, and today she has a term paper due in one class and a test in another. Today she also has a daughter with a fever and no one else to care for her. That dream of getting a degree to break her cycle of poverty is about to go up in flames.

That's the too-common scenario Lia Pierse, executive director of Helping Hands for Single Moms, painted for judges and audience members at the 2016 Fast Pitch competition, one of the key programs of Social Venture Partners (SVP) Tucson.

Each year's Fast Pitch begins months earlier, with SVP selecting 15 nonprofit leaders from open applications and guiding them on a communications journey.

They learn to clearly convey the value of their services. They learn to express their personal link to their work. They learn to articulate mission, need and the transformation at stake. And they learn to tell that story in three minutes or less.

Seven finalists deliver their pitches at an event each November. At least five financial awards are given, but all leave winners. Because not only does Fast Pitch train participants to more powerfully share their relevance with potential future funders, it deeply connects them to other nonprofits in the process, often sparking lasting collaborations.

Such was the case for Helping Hands for Single Moms. Pierse secured the Judges' Award that night—\$7,500 from a panel of community leaders—as well as \$10,000 in donations and a promise for up to \$70,000 more in a matching gift. But just as importantly, she forged new partnerships, including the chance to merge with Interfaith Community Services, freeing her to personally champion even greater outreach for single moms in need under the new name Single Mom Scholars.



Financial Highlights

Investment Performance

Endowment Pool as of June 30, 2017

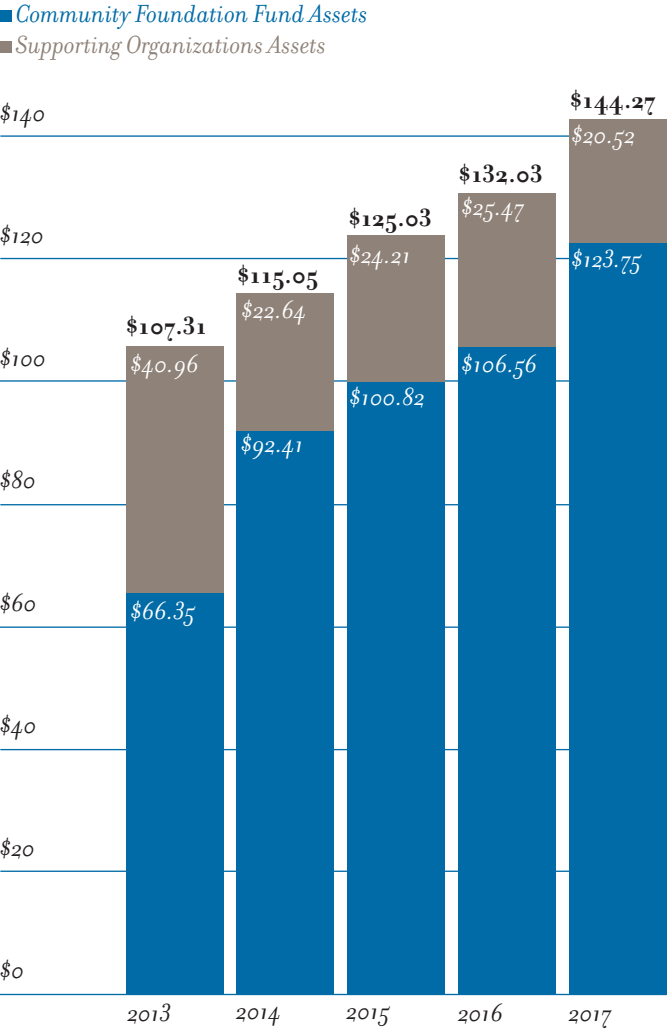
1-year	12.90%
3-year	3.90%
5-year	7.90%

Balance Sheet

As of June 30, 2017

Assets	
Cash and Cash Equivalents	\$ 10,369,460
Investments	112,199,767
Unconditional Promises to Give, Net	28,818
Contributions Receivable	19,131,891
Property and Equipment, Net	1,992,810
Other Receivables and Other Assets	550,481
Total Assets	\$ 144,273,227
Liabilities	
Accounts Payable and Accrued Expenses	\$ 185,239
Grants and Distributions Payable	1,353,721
Designated Obligations	1,309,495
Due to Other Agencies	5,868,144
Notes Payable	961,386
Total Liabilities	\$ 9,677,985
Net Assets	
Unrestricted	\$ 66,420,338
Temporarily Restricted	9,278,389
Permanently Restricted	58,896,515
Total Net Assets	\$ 134,595,242
Total Liabilities and Net Assets	\$ 144,273,227

Community Foundation Assets in Millions



\$17,777,843
Gifts

\$15,769,141
Grants

\$409,963
Scholarships

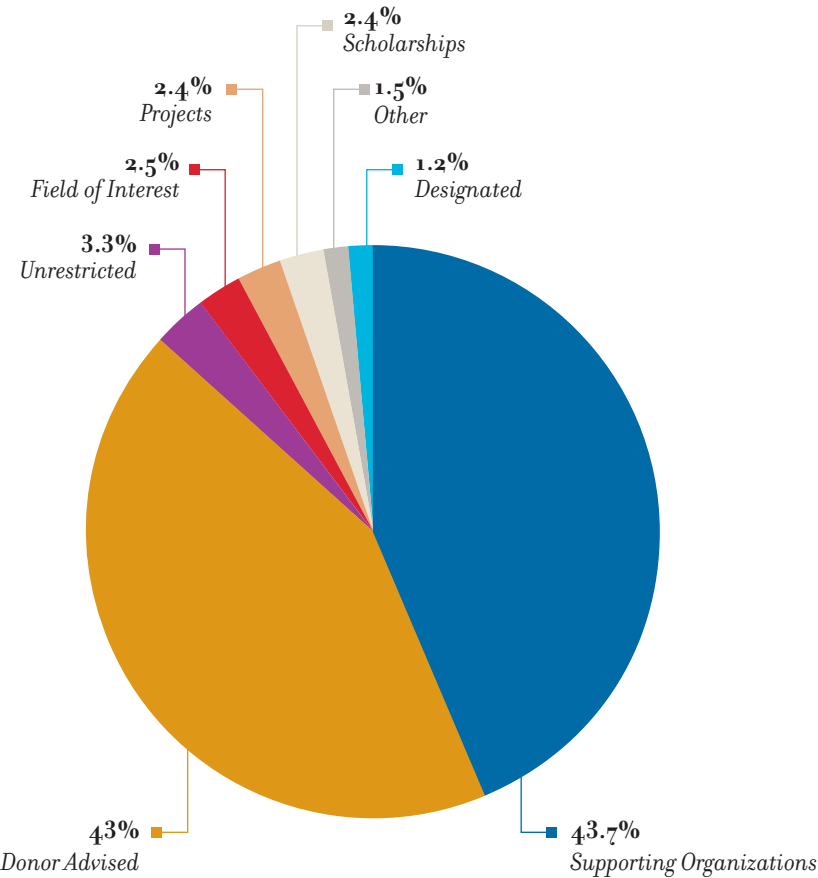
31 corporate scholarships \$131,219
29 general scholarships \$85,000
43 criteria-specific scholarships \$193,963

\$21,100
Awards

Buffalo Exchange Arts Award \$10,000
Igor Gorin Memorial Award \$10,000
Diane Lynn Anderson Memorial Award \$500
Excellent Educator Recognition Award \$300
Hiremath Student Integrity Prize \$300

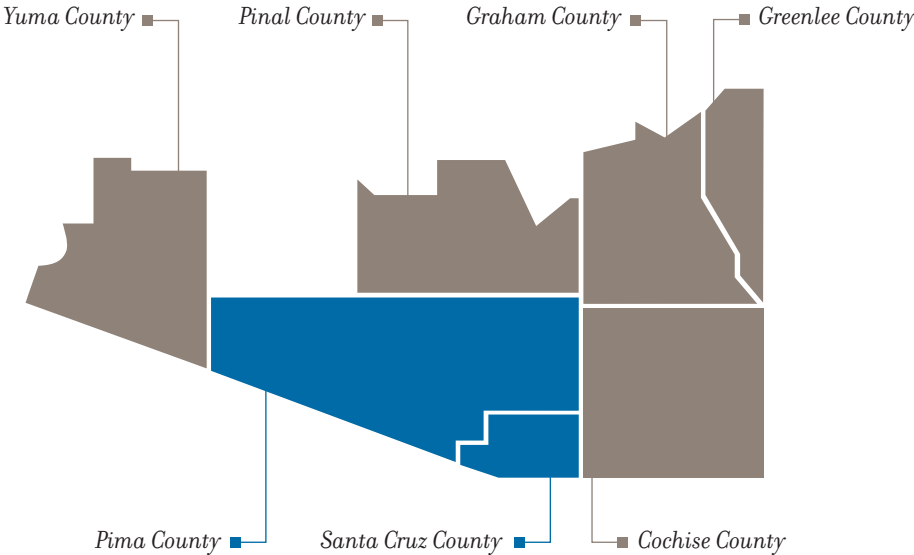
Effecting Change through Grantmaking

Grants Distribution FY17



Thanks to our donors, CFSA is one of the largest grantmakers in Southern Arizona. We serve a seven-county region with a primary focus on Pima and Santa Cruz and a secondary focus on Cochise, Yuma, Graham, Greenlee and Pinal counties.

Since 1980, CFSA has given more than \$175 million to the communities it serves. Today, we have more than \$140 million in assets and 550 funds. CFSA's vision to improve the quality of life in Southern Arizona would not be possible without the generosity of our donors.





- STEP 1. CONVENING (VARIOUS LOCATIONS, ADDRESS MOST PRESSING NEEDS)
- STEP 2. REPORT ON FINDINGS
- STEP 3. ANALYSIS
- STEP 4. RFP CYCLE (IDENTIFY'S FOLLOWING OPPORTUNITY FOR THE MOST URGENT NEED)
- STEP 5. EVALUATE (HOW DO WE DO? DID IT WORK?)

Creating dialogue.

Central to our 2020 vision was a commitment to deepen community engagement. Last year, partnering with other regional organizations, CFSA hosted three convenings for Southern Arizona nonprofits: opportunities to share successes and work with stakeholders to explore emerging needs, strategize, listen and learn.

Over the past year, three convenings—one focused on poverty and two to explore community needs and strengths in Pima and Yuma counties—played a key role in helping the Community Foundation for Southern Arizona better understand the regional landscape as it relates to our key grantmaking focus areas: economic opportunity, education and health and well-being.

These half-day sessions gave us the chance to hear first-hand from “on the ground” experts: nonprofit leaders directly engaged in addressing our region’s most pressing needs. Listening to their stories, ideas and insights was a first step in a newly adopted, very intentional approach to ensuring that our grantmaking best aligns our donors’ support with our communities’ needs.

Following each convening, we extracted cross-cutting themes for extended analysis. As a next step, CFSA is currently conducting research to further illuminate some of the findings—work that includes traditional research, interviews with subject-area experts and returning to our nonprofit partners to hear and learn more.

Ultimately, these activities will shape the goals and guidelines we establish for unrestricted funds to be awarded through our 2017-2018 grantmaking program. While the process is lengthy and involved, we believe it’s also essential to deepening our community engagement and, in the end, to being effective, responsible stewards of our donors’ gifts and support.

“Our goal is to see where the sparks are, where there’s momentum and where we can help nonprofits make the greatest difference. It’s a way for us to share what we’re thinking and deepen our partnership with the community. And there’s so much that we can learn.”



As CFSA’s Senior Vice President of Philanthropic Services and Community Investments, Sandra Y. Nathan works to connect people, ideas and capital in ways that create measurable impact in our community, leveraging more than two decades of philanthropic, nonprofit and government leadership experience.

“Being able to listen to so many nonprofits in one place was not only an opportunity to hear about their needs, but also a venue to express our vision, and then see if there are intersections that can grow into meaningful work for everyone.”



John Amoroso is Executive Director of The David and Lura Lovell Foundation, which funds initiatives related to mental health, integrative health and wellness, youth access to the arts, and gender parity. His past experience includes serving as a program officer for The Ford Family Foundation.

A CRITICAL STEP FOR FOUNDATIONS.
ACKNOWLEDGES THIS IS THE MOST
EFFECTIVE WAY TO PARTNER WITH
NON PROFITS — GIVING UNRESTRICTED
OPERATING SUPPORT. BRINGS CFSA
MORE IN LINE WITH PHILANTHROPY
PRACTICES —

MANY IN PHILANTHROPY WORLD
NOW DISCUSSING MOST EFFECTIVE
WAYS FOR NONPROFITS TO PARTNER
WITH FOUNDATIONS.



Creating partnerships.

Nonprofits are our partners. When you fund operating support to a partner, you do so on the basis that you believe in their mission, you believe in their leadership, and you believe in their capacity to deliver.

Last year, the Community Foundation for Southern Arizona welcomed the first round of proposals for the newest addition to our grantmaking strategy*: CORE grants, developed in alignment with best practices in foundation-based philanthropy across the country.

CORE grants provide unrestricted operating support for high-impact nonprofits with qualities captured in the program's name:

- Community connections and service
- Organizational stability in their models, finances, staffs and boards
- Results they can measure and show
- Effective programs for the people they serve

The benefits of CORE grants are many. They give nonprofits greater flexibility in directing their spending. They free them from having to allocate a percentage of every gift and grant to operations. They build stronger infrastructures to better support vision, mission and programs.

Less obvious but equally important, we believe that CORE grants will foster expansive thinking. We want grantees to entertain big ideas, invest creatively and take chances they otherwise wouldn't. We want them to use the security of this resource to more confidently stretch their wings.

Just as important, we believe that CORE grants bring greater balance to the relationship between CFSA and the nonprofit community. Partnerships are forged not just through common goals and values, but also through mutual trust. CORE grants express our trust by acknowledging that unrestricted funds are the most effective way we can support our proven nonprofit partners.

*CORE grants awarded FY18

"It's a constant challenge to balance infrastructure, administration, staffing, volunteers and service delivery. Unrestricted funds remove obstacles and increase capacity to fulfill our mission. For us, that would mean anything from providing emergency service for someone in a dangerous housing situation to replacing a broken ladder or upgrading our database."

Scott Coverdale, Executive Director, Community Home Repair Projects of Arizona

Community Home Repair Projects of Arizona creates safer places to live for low-income homeowners. Working independently and in partnership with other organizations, they provide home safety upgrades, adaptive modifications and emergency repairs across Pima County.

"Unrestricted funding is invaluable to smaller nonprofits. It supports strategic projects that might not have immediate ROI but are critical to efficiency and sustainability—initiatives like professional development or better program evaluation. Ultimately, flexible resources mean greater impact for the communities we serve."

Tamara McKinney, Executive Director, Mobile Meals of Southern Arizona

Mobile Meals of Southern Arizona helps ensure nourishment and continued independence for homebound older adults and adults with disabilities, delivering 100,000 medically-tailored meals a year to clients who pay only what they can afford. In the process, volunteer drivers provide vital socialization plus a wellness check.



• did a lot of research on nonprofit centers -
how are these helping the community?

- increases brand awareness
- improves delivery of services → clients
- saved
- increases collaboration among organizations

Creating collaboration.

Opening in October 2018, the Community Foundation Campus will be a home and hub for diversity, equity and inclusion across our nonprofit community—where organizations of widely different missions, models and maturity can work and learn, side by side.

In 2016, to accomplish its strategic goals, the Community Foundation for Southern Arizona (CFSA) announced plans to relocate to 5049 East Broadway Boulevard to create the Community Foundation Campus, a shared space for community advancement and training.

Spanning more than 24,000 square feet across three buildings with a central courtyard, the campus will accommodate our growth and give regional nonprofits a place to gather, share resources, exchange ideas and partner on solutions for Southern Arizona.

The buildings will include open and enclosed offices for lease to other nonprofits, shared amenities (including a kitchen to facilitate event catering), meeting spaces and open “hoteling” space for drop-in or day work.

Research on similar models in other areas of the country shows that 55% of nonprofits engaged with such campuses improved service delivery to their clients, and two in three report increased collaboration.

Planning for the Community Foundation Campus began with a survey that proved the demand for the concept and helped identify the amenities and systems needed to encourage collaboration. That process of engagement will continue as we work toward our grand opening in October 2018, seeking to co-create a vibrant, shared resource and culture that broadly serves not only the needs of occupants, but of all organizations across our nonprofit community.

“CFSA was formed, in part, because nonprofits needed a resource center, and, in many cases, guidance on best practices. The Community Foundation Campus will take these objectives to new levels, and we’re very enthusiastic about the collaborations and cross-learnings it will facilitate.”



Sarah Brown Smallhouse is President of the Thomas R. Brown Foundations and past-chair of the University of Arizona Foundation board. For several years, she led initiatives on infrastructure and international trade while serving on the board of Tucson Regional Economic Opportunities.

Legacy Society

The Legacy Society recognizes donors whose far-sighted generosity will benefit future generations through deferred gifts through their estate plans. These individuals made a commitment to the future of our community by naming the Community Foundation for Southern Arizona in their will, qualified retirement plans, life insurance policies, trusts or other instruments. We recognize these individuals and appreciate their generosity and thoughtfulness.

Larry and Doris Abrams
Patricia J. Acton
Sidney and Elizabeth Alden
Ruth Alexander
Joel N. and Lidia H. Allen
John A. and Laura T. Almquist
George H. Amos Jr.
and Barbara Amos
Pamela M. Anderson
Oscar and Ernestine
Armstrong
Julian Babad
Paul M. Barby
Nada I. Beck
John E. Beckett
William and Teresa Bendt
Edward B. Berger and
Christina McComb-Berger
Beulah Mae Bledsoe
and Edward H. Biedes

Betsy Bolding
Bonnie Bradford
Mary Jane Brownlow
Sue and Wally Burg
Mark Ross Capin
Ray and Linda Carson
Shirley J. and Earl Kai Chann
Robert Lee Cherry
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Competitive Grant and Loan Recipients

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Southern Arizona Black
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Southern Arizona Gender Alliance
Tucson Jewish Community Center
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Arizona Theatre Company
City Center for Collaborative
Learning
International School of Tucson
International Sonoran Desert
Alliance
The Loft Cinema
Pima County Community
Land Trust
Southwest Folklife Alliance
True Concord Voices & Orchestra
YWCA Southern Arizona

Phil and Carol Lyons Family Fund

Backyard Healthcare Project
Catholic Charities
Disbursing Real Educational
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Easter Seals Blake Foundation

Emerge! Center Against
Domestic Abuse
Flagstaff Family Food Center
Flagstaff Shelter Services, Inc.
Flagstaff Unified School
District
Girl Scouts of Southern Arizona
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Housing Solutions of
Northern Arizona, Inc.
Imago Dei Middle School
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Engineering Foundation
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Thrive Generations, Inc.
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Related Disorders Association
Arizona 4-H Youth Foundation
Boys and Girls Club of Santa
Cruz County, Inc.
Community Food Bank, Inc.
East Santa Cruz County
Community Food Bank, Inc.
Patrons of the Arts, Inc.
Santa Cruz Council on Aging,
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Santa Cruz County Fair and
Rodeo Association
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Imago Dei Middle School
Junior Achievement of Arizona,
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Kids Animals Life and Dreams—
KALD
Literacy Connects

Make Way for Books
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PTO
San Miguel High School
Southern Arizona Association
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Sunnyside Unified School
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TMM Family Services, Inc.
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United Way of Tucson and
Southern Arizona, Inc.
Youth On Their Own

William E. Hall Foundation— *Proposals by invitation only*

Arizona's Children Association
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Educational Enrichment
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Sunnyside Unified School
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AMVETS	Audubon Washington	Center for Responsive Politics	Davis Monthan Officers Spouses Scholarship and Charitable Club	Friends of the Pima-Green Valley Library, Inc.
Amyotrophic Lateral Sclerosis Association	Band of Brothers	Child and Family Resources, Inc.	Diaper Bank of Southern Arizona	Frontera Land Alliance
Angel Charity for Children, Inc.	Banner Health Foundation	Children's Action Alliance—Phoenix Office	Disabled American Veterans	Gabriel's Angels
Apollo Foundation, Inc.	Barrow Neurological Foundation	Children's Hospital Foundation	Doctors Without Borders USA, Inc.	Gallaudet University
Ara Parseghian Medical Research Foundation	Beacon Group SW, Inc.	Church on the Street, Tucson	Eastside Audubon Society	GAP Ministries
Arizona Center for Law in the Public Interest	Ben's Bells, Inc.	CITY Center for Collaborative Learning	Echo Canyon Equine Foundation, Inc.	Girl Scouts of Southern Arizona
Arizona Community Foundation	Best Friends Animal Society	City of Kirkland—Green Kirkland Partnership	Echoing Hope Ranch	Give2Asia
	Big Brothers Big Sisters of Tucson, Inc.	City of Tucson	Educational Enrichment Foundation	Glenwood Academy
	Boys and Girls Clubs of Tucson		El Grupo Youth Cycling	
			El Paso Community Foundation	



CFSA's Nonprofit Open House

Donor Advised Grant Recipients *Continued*

God's Vast Resources	Humane Society for Seattle-King County	Kore Press, Inc.	National Center for Youth Law	Painted Sky Elementary School PTO	The Rogue Theatre
Gospel Rescue Mission, Inc.	Humane Society of Southern Arizona	La Frontera Center, Inc.	National Law Center for Inter-American Free Trade	Patagonia Community Radio, Inc.	Ronald McDonald House Charities of Southern Arizona, Inc.
Greater Oro Valley Chamber of Commerce Foundation	Humane Society of the United States	Leadership Institute	National Legal and Policy Center	Patronato San Xavier	S.O.S. Cat Rescue
Green Valley Assistance Services, Inc.	Imago Dei Middle School	Lee & Beulah Moor Children's Home	National Multiple Sclerosis Society—Arizona Chapter	Patrons of the Arts, Inc.	The Salvation Army—Green Valley Outpost
Green Valley Community Chorus	Immaculate Heart High School	Legal Momentum	National Right to Work Legal Defense Foundation	Paws Patrol, Inc.	The Salvation Army—Tucson
Gutmacher Institute	Independence High School Education Foundation	Legal Voice	National Taxpayers Union Foundation	People for the American Way Foundation	San Miguel High School
Habitat for Humanity of El Paso, Inc.	Individual Achievements Association	Licking County Humane Society	National Wildlife Federation	Physicians for Social Responsibility, Inc.	San Miguel-CASA, Inc.
Habitat for Humanity Tucson	Interfaith Community Services	Limbs for Life Foundation	Native Seeds/SEARCH	Pima Community College Foundation, Inc.	Santa Cruz Foundation for the Performing Arts
Handi-Dogs, Inc.	International Association of Lions Clubs	Literacy Connects	Nebraska Czechs of Wilber	Pima Council on Aging, Inc.	Santa Cruz Humane Society, Inc.
Hands of a Friend	Invisible Theatre	Live The Solution	No Kill Pima County	Pima Paws for Life	Santa Rita Abbey, Inc.
MANOS Amigas, Inc.	Isaac M. Wise Temple	Living Streets Alliance	Northfield Mount Hermon	Planned Parenthood of Arizona, Inc.	SARSEF: Southern Arizona Research, Science & Engineering Foundation
Harvard Kennedy School—HKS Fund	Jewish Family and Children's Services of Southern Arizona, Inc.	Loft Cinema, Inc.	Not My Kid, Inc.	Planned Parenthood of the Great Northwest	Sheriff's Auxiliary Volunteers of the Green Valley District, Inc.
Hearts That Purr Feline Guardians	Jewish Federation of Southern Arizona	Make A Wish Foundation of Arizona, Inc.	Old Pueblo Community Services	Primavera Foundation, Inc.	Sky Island Alliance
The Heritage Foundation	Jewish History Museum	Make Way for Books	Onaway Camp Trust	Project HOPE—The People-to-People Health Foundation, Inc.	Society of St. Sulpice
Hermitage No-Kill Cat Shelter	Jimmy Jet Foundation	Media Research Center, Inc.	Onward Children's Charity	Red Cloud Indian School	Sonoran Art Foundation, Inc.
Higher Ground, a Resource Center	Judicial Watch, Inc.	Medical Students for Choice	Oro Valley Historical Society	Reid Park Zoological Society, Inc.	Sonoran Institute
Hillel The Foundation for Jewish Campus Life	Junior Statesmen Foundation	Mercatus Center, Inc.	Our Family Services, Inc.	Reynolds House Non-Profit Corporation	Southern Arizona AIDS Foundation
HOPE Animal Shelter, Inc.	Kids Animals Life and Dreams—KALD	Military Order of the Purple Heart of the USA Chapter 442	Our Mother of Sorrow's Church		Southern Arizona Association for the Visually Impaired
Hopelink		Mobile Meals of Tucson, Inc.			
		My Team Triumph, Inc.			
		NARAL Pro-choice America Foundation			
		National Breast Cancer Coalition Fund			
		National Center for Public Policy Research, Inc.			

Special Olympics Arizona, Inc.	Town of Patagonia	Tucson Wildlife Center	UA Foundation—Honors College	Vietnam Veterans of America, Tucson Chapter 106, Inc.
St. Andrew's Crippled Children's Clinic, Inc.	Trustees of Phillips Academy	Tucson Youth Development, Inc.	UA Foundation—Humanities Seminars Program	Volunteer Center of Grant County
St. Augustine Catholic High School	Tu Nidito Children and Family Services	Tucson-Pima Library Foundation	UA Foundation—Sarver Heart Center	Washington Women in Need
St. Cyril of Alexandria Roman Catholic Parish	Tucson Arizona Boys Chorus	UA Foundation—Alumni Association	UA Foundation—School of Music	Watershed Management Group, Inc.
St. Elizabeth's Health Care Center	Tucson Botanical Gardens	UA Foundation—Arizona Men's and Women's Golf	UA Foundation—Steele Children's Research Center	The Willa Cather Foundation
St. Luke's in the Desert, Inc.	Tucson Children's Museum, Inc.	UA Foundation—Arizona Public Media	UA Foundation—UA College of Science	Winding Road Theater Ensemble
St. Michael's Parish Day School	Tucson Christian Mandarin Church	UA Foundation—Athletics Academic Center	UA Foundation—UA Poetry Center	Wolf Hollow Wildlife Rehabilitation Centre
Starr King School for the Ministry	Tucson Festival of Books	UA Foundation—College of Agriculture	UA Foundation—Women's Studies Advisory Council	Women's Foundation of Southern Arizona
State Policy Network	Tucson Girls Chorus Association, Inc.	UA Foundation—College of Agriculture and Life Sciences	Unitarian Universalist Church of the Monterey Peninsula	World Vision
STEP: Student Expedition Program, Inc.	Tucson Hebrew Academy	UA Foundation—College of Fine Arts	United Way of Tucson and Southern Arizona, Inc.	The Worth and Dot Howard Foundation
Steven M. Gootter Foundation	Tucson Jewish Community Center, Inc.	UA Foundation—College of Social and Behavioral Sciences	University at Buffalo Foundation	Wounded Warrior Project, Inc.
The Symphony Women's Association	Tucson Medical Center Foundation	UA Foundation—Eller College of Management	University of Minnesota Foundation	Wreaths Across America
Tax Foundation	Tucson Museum of Art	UA Foundation—Father's Day Council	University of Texas at El Paso	Wycliffe Bible Translators, Inc.
Team First Book Tucson	Tucson Nursery Schools Child Care Centers, Inc.	UA Foundation—Gender and Women's Studies Department	Veterans of Foreign Wars	Yale University
Teen Outreach Pregnancy Services	Tucson Pops Orchestra			YMCA of Southern Arizona
Temple Emanu-El	Tucson Presidio Trust for Historic Preservation			Youth Eastside Services
TMM Family Services, Inc.	Tucson Small School Project			Youth On Their Own
Tohono Chul Park, Inc.	Tucson Symphony Society			YWCA of Tucson
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The values of the Community Foundation for Southern Arizona:

- *Leadership:* Our primary responsibility is to enhance donor and public trust by having high ethical standards, honoring our commitments while remaining objective and fostering transparency in all we do.
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Design: Godat Design, godatdesign.com

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