



Campaign for Working Families Report

Part of the Arizona Family Economic Success Initiative of ACF



who we are...

For 30 years, the Arizona Community Foundation has worked to improve the quality of life in Arizona by promoting and facilitating effective philanthropy. The Arizona Community Foundation and its regional affiliates are a statewide philanthropy and partnership of donors, volunteers, staff, nonprofit organizations and the community working together to address community needs through charitable giving. Our success is directly related to our generous donors and the dedicated work of our state's nonprofit organizations.

what we do...

GATHERING.

Individuals, families, organizations and businesses establish charitable funds at ACF to bring their passions to life. Whether it's the arts, health and human services, animal welfare, affordable housing or assisting the poor, donors can personalize their philanthropy to serve the causes that speak to their hearts.

GROWING.

Donor gifts are pooled together and may be invested, earning returns that are used for grants and scholarships. Over time, distributions exceed the original gift while the fund balance continues to grow. Through this income-generating power of endowment, a gift to ACF lives on forever.

GIVING.

Funding is awarded year-round to a wide range of community organizations, educational institutions and government agencies through more than 40 competitive grant cycles and through donor advised grants. In addition, ACF awards scholarships to well over 1,000 students annually from its 80+ scholarship funds to assist with higher education costs.

how we do it...

Statewide Reach.

One of ACF's unique attributes is its statewide network of affiliated community foundations around the state managed by four offices located outside of metro Phoenix. The network brings together the best thinking of local leadership to address regional community concerns, with the cost-effectiveness of professional, centralized services.

Leadership and Initiatives.

ACF and its regional affiliates also sponsor special projects, convene groups to explore specific issues and collaborate to organize communitywide resources around commonly identified challenges and opportunities.

Transparency.

The Arizona Community Foundation is certified under the National Standards for U.S. Community Foundations. We have voluntarily adopted many policies and procedures to guarantee that we conduct business not only legally, but ethically.

Governance and Staff.

We are governed by a 30-member Board of Directors representing diverse community interests and areas of professional expertise. Foundation staff works closely with donors, grantees, community leaders, businesses and citizens to ensure the Foundation effectively meets community needs.

our approach...embedded philanthropy

The Arizona Community Foundation follows an *embedded philanthropy* approach to community change. What defines embedded philanthropy is a long-term commitment and engagement with the communities in which the Foundation is operating. This includes direct involvement, networking, and relationship-building with a range of community stakeholders. These relationships are considered essential to the work of the Foundation, as these stakeholders are the partners, facilitators, and administrators through whom funds are raised, distributed and administered. This community engagement and relationship-building goes beyond distribution of monetary grants and is the very philosophy by which the organization operates. Another defining feature of embedded philanthropy is a flexible and adaptive approach to the work being accomplished, allowing the organization to best meet the changing needs of the community.¹

The Arizona Community Foundation has been in the community for over three decades, building solid and lasting relationships with numerous community partners and stakeholders across the state. Aware that each community is unique, ACF and its affiliates strive to understand and build on the existing assets of a community while identifying areas of need. The Arizona Community Foundation works with local organizations to help guide their approach to investments and help ensure that local needs are being met. Flexibility is a defining characteristic of ACF's work with community partners. As described in the following pages, the **Campaign for Working Families** is a primary example of the way in which the Arizona Community Foundation has been practicing embedded philanthropy over the past six years.

¹ Brown, P., Chaskin, R., Hamilton, R., Fiester, L., Karlstrom, M., Richman, H., Sojourner, A., and Weber, J. (2007) *Embedded philanthropy and community change*. Chapin Hall. Retrieved from: www.chapinhall.org/article_abstract.aspx?ar=1379



CAMPAIGN FOR WORKING FAMILIES

The Campaign for Working Families is a partnership between the Arizona Community Foundation, other foundations, the private sector and community organizations that was started in 2003, initially to provide support for rural, border and tribal communities. The Arizona Campaign for Working Families is a comprehensive set of strategies to assist the most vulnerable families and help to build family assets. These strategies are based on the concept that greater family economic success can be achieved when families are able to make progress towards three financial goals simultaneously: earn it, keep it, and grow it. This is the Annie E. Casey Family Economic Success model on which the CFWF was based.² **The Campaign for Working Families is designed to meet the following goals:**

campaign goals:

- 1 *Serve as a catalyst for Family Economic Success Strategies across Arizona*
- 2 *Improve Economic Well-Being of Arizonans*
- 3 *Align and Connect Resources*
- 4 *Create Community Ownership with an Individualized Approach*
- 5 *Prepare Future Generations*

To achieve these goals, ACF has identified the following set of integrated strategies:

- Enhance the capacity of Arizona economic support service providers through a *comprehensive training program, Family Economic Success*, offered by the Aspen Institute. This training enables local service providers to think more broadly about economic stability strategies and encourages more effective statewide partnerships that can impact the communities of greatest need.
- Provide *children's Individual Development Accounts* as a way to leverage resources and ensure educational opportunities for the most vulnerable youth.
- Continue to support and expand the reach of *Volunteer Income Tax Assistance Sites*. These sites not only offer tax preparation services that encourage Earned Income Tax Credit filings, but also provide financial literacy, introductions to banking relationships, home ownership, Individual Development Accounts, and other financial services.
- Develop *culturally appropriate approaches and partnerships* to bring economic support services into the most impoverished communities in our state, including tribal lands and federally designated areas known as *colonias*. These communities often lack basic infrastructure such as potable water and sewer systems.

² The Annie E. Casey Foundation website. (www.aecf.org).

campaign context: asset-building nationwide

Across the country, other organizations have successfully implemented similar approaches to philanthropy and community change. The Campaign for Working Families initiative was primarily built on the successful Annie E. Casey Foundation Family Economic Success (FES) model, *Earn it! Keep it! Grow It!*, which has shown excellent results across the country.³ Similar programs nationwide include the *Family Assets for Independence in Minnesota* (FAIM) program, which helps Minnesota wage earners build assets through the purchase of a first home, pursuit of higher education, or small-business development. Money placed in accounts by FAIM account holders is matched \$3 to \$1 upon completion of program requirements. Numerous success stories from this program describe families who were able to work toward owning their own business, who finished school, or who bought their own homes through the program.⁴ These and other initiatives illustrate the benefits of asset-building programs.

At the federal level, the Assets for Independence (AFI) program, through the Department of Health and Human Services Office of Community Services (OCS), supports innovative asset-building projects that include Individual Development Accounts (IDAs), which are dedicated savings accounts targeted to working families, financial education, and related services. **OCS awarded 497 grants nationally, totaling nearly \$150 million, from FY 1999 to FY 2007.** The Campaign for Working Families leverages significant funding from the AFI program, as is detailed in the funding overview section. Nationwide, this funding allowed 52,531 families to open IDAs. Participants had deposited approximately \$45.3 million of earned income into their IDAs and used \$70.4 million to purchase long-term economic assets by the end of the program's eighth year. Thus, nationwide, the effectiveness of asset development programs is notable.⁵

campaign highlights

Thus far, the results of the Campaign in Arizona have been overwhelmingly positive. For example, to date:

- Since 2003, the Campaign has helped return **\$8,752,727** to communities served through the Earned Income Tax Credits (EITC), a refundable federal income tax credit for low- to moderate-income working individuals and families.
- Families have made a total of **102 purchases** of homes, small business investments, and educational advancement through their Individual Development Accounts, for a total amount of **\$362,475** through the help of this program.

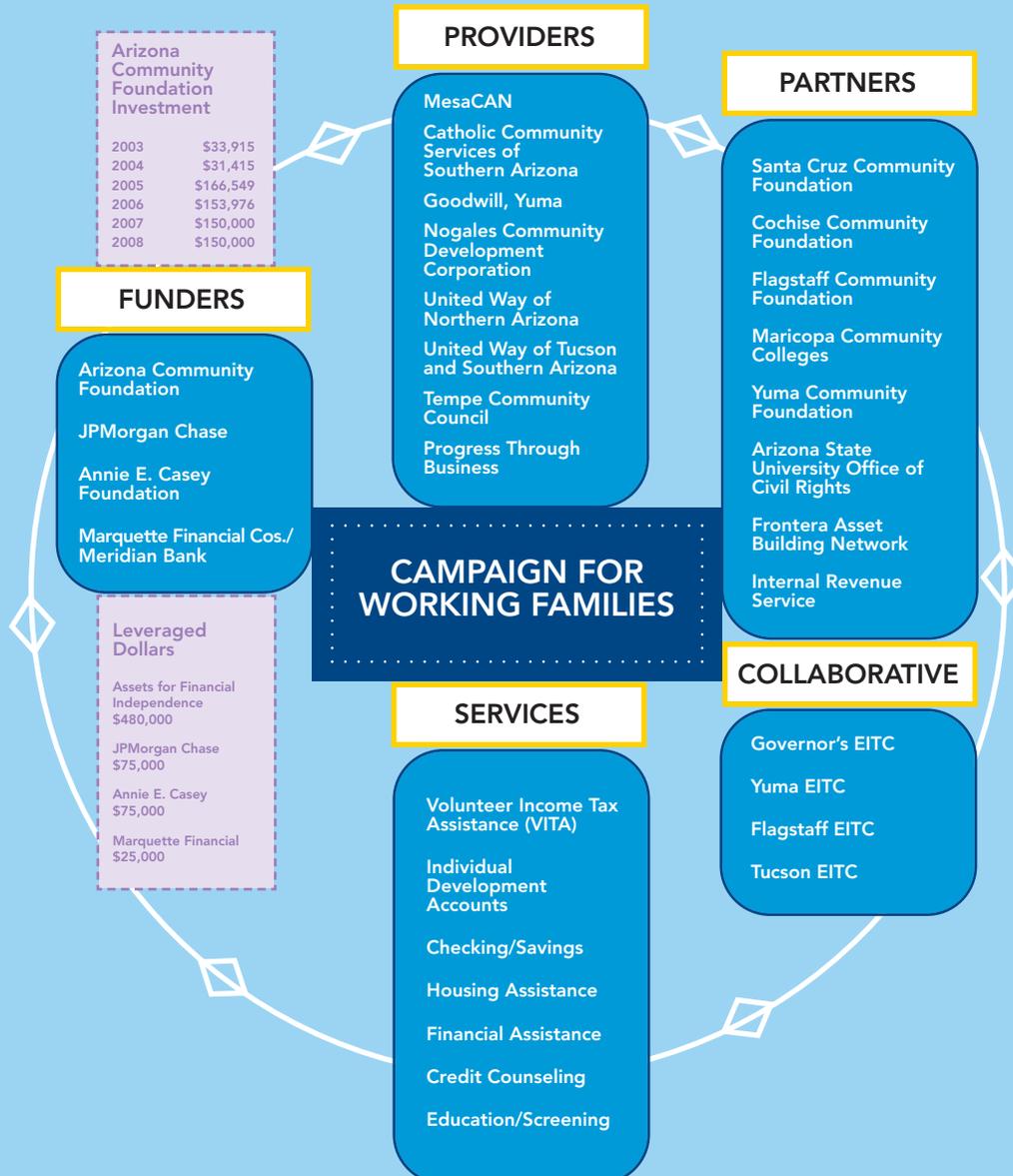
³ The Annie E. Casey Foundation website. (www.aecf.org).

⁴ Family Assets for Independence in Minnesota website. (www.minnesotafaim.org).

⁵ U.S. Department of Health and Human Services, Office of Community Services (2007). *Report to Congress: Assets for Independence Program, Status at the Conclusion of the Eighth Year*. Retrieved from: http://www.acf.hhs.gov/programs/ocs/afi/Final_AFI_8th_Report.pdf.

campaign structure

The illustration below highlights the funders, providers, partners, collaboratives, and services that make up the Campaign for Working Families.



CAMPAIGN SERVICES

The Campaign for Working Families includes service providers across Arizona that offer a number of different types of assistance. The Campaign started with primary services including VITA, EITC, and IDA accounts and then expanded to include other services. The following is a brief description of the programs that are currently funded by the campaign.

VOLUNTEER INCOME TAX ASSISTANCE (FREE TAX PREP)

The VITA program provides low- to moderate-income workers with free tax preparation. Trained volunteers work with families and individuals to prepare their tax returns and help ensure that they receive every tax benefit available to them, including Earned Income Tax Credit. Because this program is run by volunteers, VITA is able to maximize the amount of money that returns directly to the individuals and families being served.

EARNED INCOME TAX CREDIT

The Earned Income Tax Credit (EITC) helps low-income families receive a tax credit on their tax returns and use it for asset development. The Earned Income Tax Credit is a refundable federal income tax credit for low- to moderate-income working individuals and families. It is the largest federal credit to date, and yet over 15% of eligible people do not claim it on their tax returns. Congress originally approved the tax credit legislation in 1975, in part to offset the burden of social security taxes and to provide an incentive to work. When the EITC exceeds the amount of taxes owed, it results in a tax refund to those who claim and qualify for the credit. To qualify, taxpayers must meet certain requirements and file a tax return, even if they did not earn enough money to be obligated to file a tax return.

INDIVIDUAL DEVELOPMENT ACCOUNTS

Individual Development Accounts (IDAs) are dedicated savings accounts, targeted specifically to working families, which provide an incentive to work, save, and build assets as a means to reach economic self-sufficiency. Money saved in an IDA is matched with donations, meaning that participants earn a dollar or more for every dollar they save in an IDA. Typically, an IDA can be used to buy a house, pay for education, or start a small business. In addition to earning matching dollars, families who open IDAs receive information and assistance with budgeting, saving, and banking. IDA account holders are required to attend financial education classes and account holders may also receive individual counseling and other training.

additional services provided

The comprehensiveness of the services provided through the Campaign for Working Families has increased over the past few years. Additional services that are now considered part of the campaign include the following:

Tax Assistance:

Year Round Tax Clinic, Assistance with Prior Year Return

Some sites offer year-round taxpayer clinics. For example, Pio Decimo works with Southern Arizona Legal Aid to provide clinics year-round. These clinics assist clients with a variety of tax-related issues including: filing prior year returns, collection issues, audit preparation, legal representation on tax matters, and identity theft. Additionally, the clinics provide outreach and education in both English and Spanish to explain taxpayer rights and responsibilities, inform clients of tax resources available to them, and inform them of credits and changes in tax law that might affect them.

Housing Assistance:

Home Purchase, Foreclosure Prevention, Down Payment Assistance

Some sites work with local government as well as private funders to provide down payment assistance. Clients attend workshops on topics such as preparing for home ownership, budgeting, and finding a good real estate agent and lender. Other housing services include foreclosure prevention assistance, housing counseling, and reverse mortgages to help clients struggling to remain in their homes.

Financial Assistance:

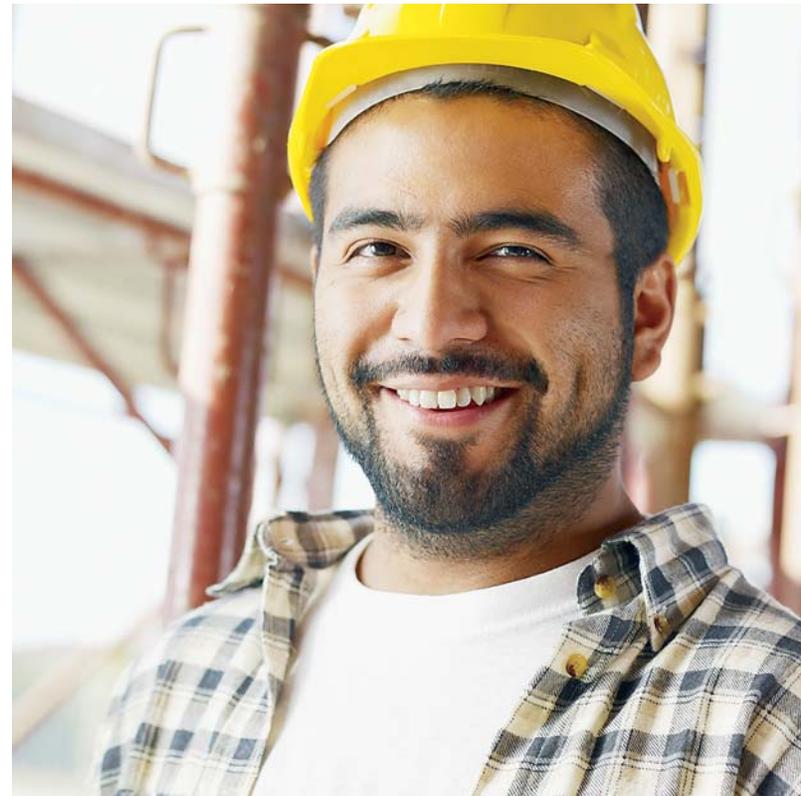
Checking/Savings, Credit Repair

Through the Campaign for Working Families, individuals and families are offered workshops and individual assistance designed to help support their financial stability and growth. Information includes budgeting tips on saving, credit repair, and understanding basic financial products. Clients are provided with information designed to help them save for long-term goals such as children's education, retirement, and setting up an emergency reserve fund.

Education/Screening:

Financial Education, Resource Referral, Micro-Business, Benefit Screen, Schedule C Prep

These are services primarily at the sites offering Volunteer Income Tax Assistance. Volunteers will sign clients up for financial education classes based on indicated needs and provide referrals to community and government agencies for services and assistance. In addition, volunteers can use online tools to screen clients for benefits, including determining their eligibility for various types of assistance such as Temporary Assistance for Needy Families, Supplemental Nutrition Assistance Program, etc. Schedule C preparation is income tax assistance for clients who are private contractors or own their own businesses. When appropriate, these clients are referred to community partners to gain assistance in growing their micro-business ventures.



PROGRAM SERVICE PROVIDERS

Service providers are essential to the effectiveness of the Campaign for Working Families. ACF works to leverage funds and distribute them to local organizations that provide the direct services targeted to the specific communities where they are working. They work closely with families on their tax returns, help them start Individual Development Accounts, and provide financial education and other types of assistance. **It is the service providers who make sure that the over-arching objectives of the campaign are realized in the daily lives of families across Arizona.**

To the right is a description and contact information for the service providers working on the Campaign for Working Families:

MesaCAN (Community Action Network)

For nearly 20 years, MesaCAN has served low-income residents in Mesa, Ariz. and homeless men across the state. This community-oriented program has increased the economic stability of thousands of individuals and families in Mesa by meeting their immediate needs and encouraging saving for their future. The programs offered include: Client Services, Individual Development Accounts (IDA), Volunteer Income Tax Assistance, and The East Valley Men's Center.

www.mesacan.org

Catholic Community Services of Southern Arizona (Pio Decimo)

Pio Decimo Center is a community center located in one of Tucson's oldest neighborhoods that has been a place of safety, nurturing and learning since 1946. Services include: Childcare and early child education, transitional housing for homeless families, low-cost senior housing, financial education and housing counseling, asset building, and youth programs. Programs are provided to children, adults, seniors and the entire family system in an integrated approach.

As part of the Pio Decimo strength-based philosophy, individuals are encouraged to develop the skills and knowledge necessary to work towards positive solutions and develop goals that will provide a clear direction for their future. *(See sidebar on page 9 for a list of Catholic Community Services providers.)*
www.ccs-soaz.org/Pio-Decimo-Center.html

Nogales Community Development Corporation

Nogales Community Development Corporation provides project management for commercial revitalization, business support for entrepreneurs, and asset development for individuals in Nogales and Santa Cruz counties.

www.nogalescdc.com

United Way of Tucson and Southern Arizona (UWTSA)

The United Way of Tucson and Southern Arizona was built on the belief that together people can accomplish more than any individual or organization can alone. UWTSA is working to advance the common good by focusing on the areas of Education, Income and Health in Southern Arizona.

www.unitedwaytucson.org



United Way of Northern Arizona (UWNA)

The mission of the United Way of Northern Arizona is to improve lives by mobilizing communities to make lasting changes in community conditions. UWNA consists of three chapters: Flagstaff Chapter, Page Chapter, and the Northeast Chapter (off-reservation Navajo and Apache counties).

www.nazunitedway.org

Tempe Community Council

The Tempe Community Council works in partnership with the City of Tempe and community organizations to serve as a planner, advocate and resource to improve the funding and policies affecting human services in Tempe and the surrounding communities.

www.tempe.gov/TCC

Progress Through Business

Progress Through Business is focused on sustaining and enhancing underserved communities through initiatives, research, networking and strategic business partnerships to empower people and improve social and economic conditions within those communities.

www.progressthroughbusiness.org

DNA Legal Services

DNA People's Legal Services is a nonprofit legal aid organization working to protect civil rights, promote tribal sovereignty and alleviate civil legal problems for people who live in poverty in the Southwestern United States.

www.dnalegalservices.org

CATHOLIC COMMUNITY SERVICES SITES

Cochise County

Douglas: Catholic Community Services Assets for Families Program

Douglas: Cochise County Roaming Site

*Fort Huachuca: Fort Huachuca Library **

*Sierra Vista: Work Force Development**

Wilcox: Project PEP

Gila County

San Carlos: San Carlos Housing Authority

Pima County

Ajo: International Sonoran Desert Alliance (ISDA)

South Tucson: Pio Decimo Center

Pinal County

United Way of Pinal County

Pinal County: Pinal Gila Community Child Services (PGCCS)

Gila County: Pinal Gila Community Child Services (PGCCS)

Eloy: Eloy Public Library

Casa Grande: Sun Life Family Health

Casa Grande: Seeds of Hope

Coolidge: Coolidge Department of Economic Security

Santa Cruz County

City of Nogales

Nogales: Nogales Community Development Corporation

Nogales: Santa Cruz County Roaming Site

Yuma County

Yuma: Martin Luther King Jr. Center

Yuma: Goodwill Industries

*Yuma: AEA Federal Credit Union**

*Yuma: Salvation Army of Yuma County**

Somerton: Yuma Private Industry Council (YPIC)

San Luis: Fernando Padilla Community Center

** New sites for 2010 tax season*

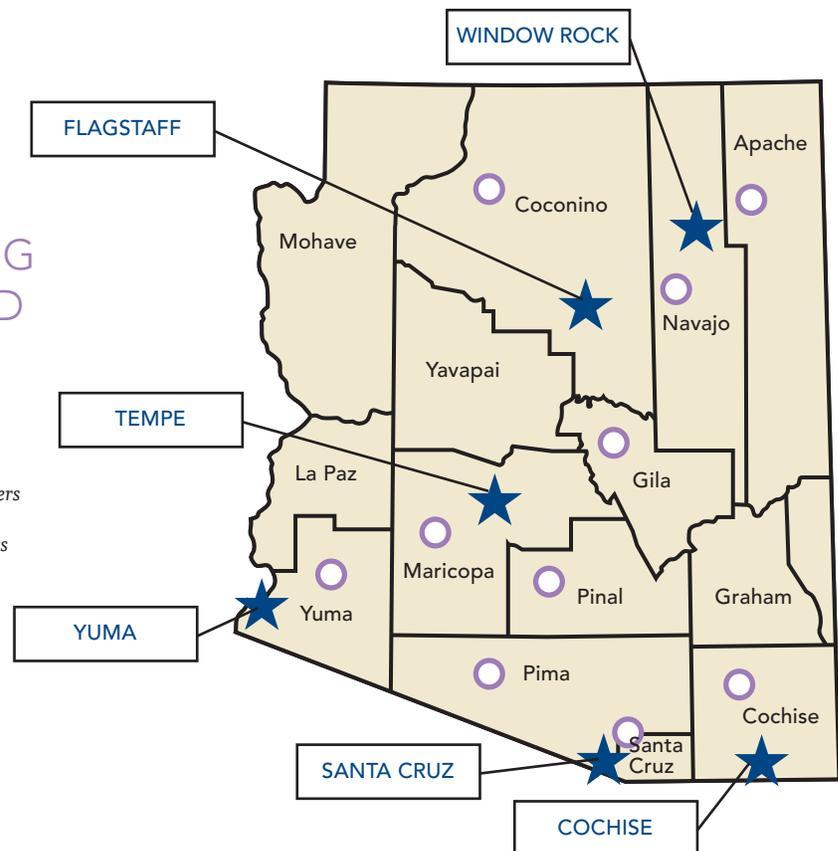
PARTNER ORGANIZATIONS

The Campaign for Working Families is a model of the embedded philanthropy approach. In addition to the service providers, there are also numerous partner organizations working toward common CFWF goals and objectives. These partner organizations collaborate with the Arizona Community Foundation to leverage resources, contribute financial resources, provide infrastructure, and conduct research. The following are the current partner organizations working with the Campaign for Working Families.

[Santa Cruz Community Foundation](#) / [Cochise Community Foundation](#) / [Flagstaff Community Foundation](#) / [Yuma Community Foundation](#) / [Arizona State University Office of Civil Rights](#) / [Community Information and Referral](#) / [Frontera Asset Building Network](#)

DISTRIBUTION OF CAMPAIGN FOR WORKING FAMILIES PROVIDERS AND PARTNERS BY COUNTY:

- ★ = community foundation partners
- = counties with service providers



FUNDING OVERVIEW

Each year, generous members of the community contribute money to foundations to support the programs in that community. These donations are matched and invested to maximize their funding potential. **Each year the Arizona Community Foundation leverages thousands of dollars toward the Campaign for Working Families.** The Annie E. Casey Foundation and JPMorgan Chase are the other two primary funders. In addition to the generous contributions made by these organizations, significant funding for CFWF is provided by the federal Assets for Independence Program.

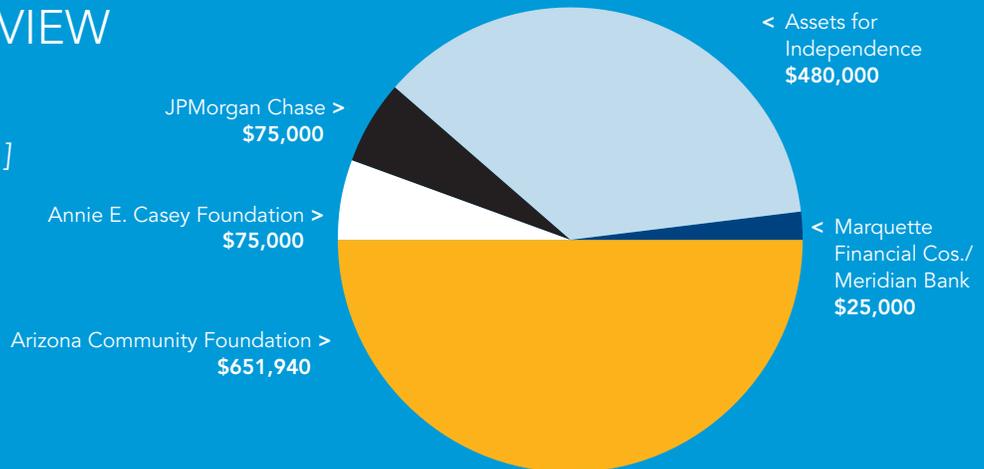
assets for independence

The federal Assets for Independence program is administered by the Office of Community Services (OCS), within the U.S. Department of Health and Human Services. OCS offers five-year AFI Project grants to community organizations nationwide that is then used to help low-income families save earned income. Their primary role is to provide matching funds for Individual Development Accounts, special savings accounts where family contributions are matched.

The graph illustrates the funds that have been invested and leveraged from the start of CFWF through March 30, 2009. **The total investment over this five-year period exceeded \$1.3 million.**

CAMPAIGN FOR WORKING FAMILIES FUNDING OVERVIEW 2003-2009:

[investment total = \$1,306,940]



CAMPAIGN IMPACT

The real impact of the Campaign for Working Families is seen in the lives of the families who receive assistance. **Through the Campaign, families save thousands of dollars in taxes, start saving toward home purchases, and are able to stay in their homes when facing foreclosure.** The following graph shows the money that families saved through EITC from 2003-2008.

In 2008, families saved a total of approximately \$674,400 on tax preparation fees with the help of the Campaign for Working Families tax assistance and EITC programs. To date, volunteers with the Volunteer Income Tax Assistance (VITA) program contributed more than 11,000 hours; a value-added contribution of **\$2,269,840** in tax preparation fees and volunteer time. **Since 2003, the Campaign for Working Families has helped return \$8,752,727 dollars in EITC refunds and a total of \$16,292,519 in overall refunds to Arizona communities.**

NUMBER OF TAX RETURNS
FILED BY CAMPAIGN SITES
2003-2008:



EARNED INCOME
TAX CREDIT REFUNDS
2003-2008:



To date, families have made **102 purchases** of homes, small business investments and educational advancements through their IDA accounts, totaling **\$362,475** spent through the help of this program, which includes **61 home purchases, 19 small business purchases, and 22 education account purchases.**

total individual development account purchases by county through 2008:

	HOMEBUYER		SMALL BUSINESS		EDUCATION		TOTAL	
	PURCHASES	TOTAL AMOUNT	PURCHASES	TOTAL AMOUNT	PURCHASES	TOTAL AMOUNT	PURCHASES	TOTAL AMOUNT
COCHISE	1	\$4,000	2	\$3,129	5	\$20,000	8	\$27,129
PIMA	19	\$71,336	12	\$39,821	10	\$30,517	41	\$141,674
SANTA CRUZ	2	\$8,000	5	\$20,000	7	\$14,627	14	\$42,627
YUMA	39	\$151,045	0	\$0	0	\$0	39	\$151,045
TOTAL	61	\$234,381	19	\$62,950	22	\$65,144	102	\$362,475

Other asset development outcomes since 2003 include:

121 savings and 95 checking accounts have been opened
 428 clients have participated in financial education workshops
 295 clients received benefits screenings

73 clients purchased U.S. Savings Bonds
 52 clients received financial consultations
 202 clients received community referrals

These outcomes reflect substantial resources invested. The Campaign for Working Families has brought a significant amount of funding into rural communities across Arizona, expanding the impact of the program well-beyond the families served directly. For example, increased sales tax revenues from new small businesses contributed to the overall economic growth of the region.

youth IDA accounts—a promising future for arizona

Two new specific programs have also had an impact directly on youth—Fast Tracking the Dream and Arizona Quest for Kids. These programs allow youth to start IDA accounts which help them save for college tuition.

Fast Tracking the Dream: A program created by A New Leaf, a well-known social service agency based in Mesa, Ariz. ACF joined A New Leaf and other partners to secure \$65,000 for this effort. A total investment of \$130,000 (including leveraged and matching AFI funds) is used by A New Leaf for IDA accounts to be used specifically for attainment of higher education (tuition, fees, and books) for students attending Mesa Community College.

Arizona Quest for Kids: Through A New Leaf, children enrolled in Arizona Quest for Kids are able to start savings accounts with the goal to teach children saving habits early on and to start planning to save for college. Meridian Bank is also a partner, not only with financial resources but through active employee participation. A total of \$100,000 has been leveraged toward this project.

FACES OF THE CAMPAIGN

The following is just one of many stories from Pio Decimo, a service provider in the Campaign for Working Families, which highlights the way the Campaign has impacted the lives of Arizona families.

WORKING TOWARD A HOME AND A CAR

In April, 2005, a refugee family from Rwanda settled in Tucson, Arizona and was placed in Pio Decimos' transitional housing program. The husband was the only one in the family with a job and he was employed part-time. Their case manager referred them to the Assets for Families Program within Pio Decimo, which began working with them in January 2006.

The husband was very interested in purchasing both a home and a car so his wife could look for work. They were able to enroll in both the vehicle IDA program and the Assets for Independence IDA program to save for a home. During the next six months, he and his wife completed financial education programs and homebuyer programs and were very dedicated to saving. The husband's job became full-time and the couple was able to save \$2,000 for the IDA program and \$1,500 for the vehicle IDA program in only seven months, becoming the first family to graduate from the IDA program.

The couple continues to remain in touch with Pio Decimo staff. The wife found work quickly after gaining transportation. Both she and her husband continue to work full-time. They have completed several renovation projects on their home. Their oldest son is attending Pima Community College.



The Ahorwabaye Family

NEXT STEPS FOR THE CAMPAIGN

The Campaign for Working Families has already had a positive impact on many families and communities, but the work of this Campaign has just begun. With over 10% of families and 14% of individuals living below the federal poverty level in Arizona in 2007 (U.S. Census Bureau) and a steadily increasing unemployment rate, the needs of families in Arizona continue to multiply. One major goal of the Arizona Community Foundation is to work with other affiliates in the state, so that the Community Foundation is just one of many partners in this effort to improve family financial stability. The Community Foundation hopes to continue to increase the organizational capacity of partner organizations, and help each site to implement best practices using a consistent approach. The following are some efforts that the Campaign is currently engaging in to further these goals.

rural family economic success (RUFES) training

In June 2009, the Arizona Community Foundation in partnership with the Annie E. Casey Foundation and JPMorgan Chase sponsored a day and half convening for over 40 partners from across the state. The training was conducted by the Aspen Institute on the RUFES framework developed by the Annie E. Casey Foundation. The goal was to increase organizational capacity in these areas and to work to establish a common framework for the work of agencies across Arizona. Moving forward, the Arizona Community Foundation will continue to build on the work of this training, helping organizations to implement best practices and achieve common goals of family and individual economic stability.

success measures: an asset indicators field test project

Arizona Community Foundation is also working with NeighborWorks America to implement *Success Measures* training and technical assistance with two partners, Pio Decimo and Nogales Community Development. *Success Measures* is a participatory outcome evaluation approach that engages community stakeholders in the evaluation process and equips them with the tools they need to document outcomes, measure impact, and inform change. *Success Measures* is currently leading a collaborative initiative that will examine existing indicators and tools and produce a new set of data collection tools to measure the impact and effectiveness of an array of asset building and preservation programs. Basically, the goal is to provide asset-building organizations better tools with which to evaluate the impact of their work.⁶ Thanks to ACF sponsorship, Pio Decimo and Nogales Community Development agreed to participate in these field tests with several of their Campaign for Working Families sites. This effort will provide a framework to assess the impact of various components of the Campaign for Working Families and to make informed decisions about future programmatic or funding opportunities.

⁶ NeighborWorks America website.
(www.nw.org/network/ps/successmeasures/default.asp).

HOW YOU CAN HELP

The exciting work being accomplished by the Arizona Community Foundation and its partners is only made possible through the support of individuals and businesses across Arizona. To give to this or any other ACF initiative, please call (602) 381-1400.

Why give through a Community Foundation?

With 30 years of experience and deep roots throughout Arizona, ACF is the center for philanthropy in our state and the best place to start when it comes to charitable giving. Donors have many choices for giving, and sometimes the options can be overwhelming. ACF is here to help. Thousands of individuals, families, businesses and nonprofit agencies have chosen to invest their charitable gifts with ACF because of our professional expertise, community knowledge, personal service and efficient operations.

We currently manage more than 950 component funds with assets totaling \$450 million. The size of our holdings ensures efficiencies and economies of scale, while our community knowledge helps donors devise a highly personal giving strategy. Here are just a few reasons donors choose ACF:

flexibility.

We provide a wide variety of options to suit donors, from the assets we accept and the types of funds we offer to the range of community needs we address. Whatever your philanthropic goals, ACF works with you to achieve them.

expertise.

We employ leading investment managers in order to balance growth and risk to maximize long-term financial returns.

knowledge.

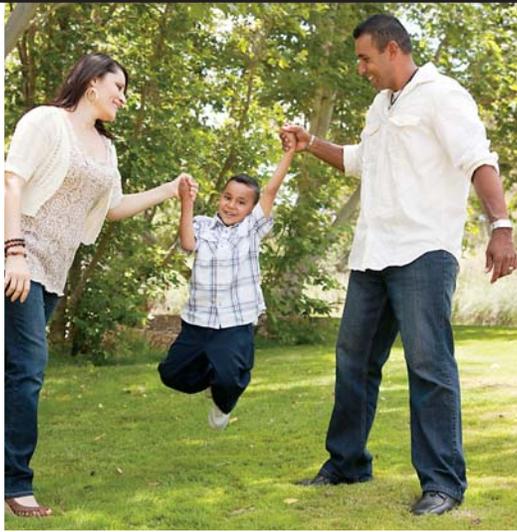
We understand community needs across Arizona and connect you with powerful funding opportunities to fit your philanthropic goals.

guidance.

We work to ensure that your interests and actions are in compliance with increasingly complex laws and regulations.

impact.

Through our collaborations with like-minded organizations across the state and nation, grants made possible by your gift can leverage additional dollars from outside sources, resulting in greater community impact.



*connecting donor
interests with
community needs
since 1978*



ARIZONA
COMMUNITY FOUNDATION



information prepared by:

LeCroy & Milligan Associates, Inc.

Founded in 1991, LeCroy & Milligan Associates, Inc. is a consulting firm specializing in social services and education program evaluation and training that is comprehensive, research-driven and useful. Our goal is to provide effective program evaluation and training that enables stakeholders to document outcomes, provide accountability, and engage in continuous program improvement.

With central offices located in Tucson, Arizona, LeCroy & Milligan Associates, Inc. has worked at the local, state and national levels with a broad spectrum of social services, criminal justice, education and behavioral health programs.

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For additional copies of this report or for more information on the Campaign for Working Families, now called Arizona Family Economic Success, please call Tony Banegas at (602) 381-1400.