

For 43 years, the Community Foundation for Southern Arizona (CFSA) has brought together individuals, families, businesses, nonprofits, and ideas to make Southern Arizona a better place for everyone. As we launch this new strategic plan, we are sharpening our focus and refining our mission: To build a thriving Southern Arizona through philanthropy.

How do we define a thriving Southern Arizona?

It's a great place to work, play, learn, create, innovate, invest, prosper, grow up, grow families, grow businesses, and grow older. It is a place where all community members are housed, fed, and have access to high-quality education, healthcare, and economic opportunities.

We envision a future when our communities use resources sustainably and have the capacity to adapt to changing needs with compassion for humans, animals, and our desert environment.

This vision is only achievable through the collective commitment of our community to enact real, lasting change. When we work together, the impossible becomes possible.

In Southern Arizona, we BLOOM together.





## MISSION

To build a thriving Southern Arizona through philanthropy.

## VISION

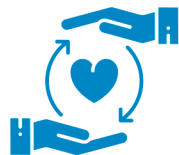
A vibrant and equitable community for all Southern Arizonans, now and forever.

## VALUES



### Community

We are bold in our aspirations and actions for a better Southern Arizona. As a permanent community resource, we understand that transformative impact takes time and trust. We promote inclusion and dignity for all.



### Generosity

We support, celebrate, and amplify the generosity of donors and build community through giving.



### Trust

We prioritize relationships with our partners, listen actively, and grow from our mistakes. We partner with others toward shared goals. We trust our communities to understand their needs and how to meet them. We are here for the long term.



### Savvy

We cultivate expertise in philanthropy and collaboration as well as deep practical knowledge of our communities and the nonprofit sector. We create impact through partnerships and smart investments of time and resources. We pursue our mission strategically for the long run.



### Adaptability

We meet the needs of the community as the needs of the community change.

# OUR STRATEGIC PRIORITIES





As a place-based community foundation, it was important to include many local voices and perspectives in our planning process. We conducted focus groups and interviews with over one hundred community members and civic leaders in preparation for this plan. In addition, more than three hundred of our nonprofit partners contributed their insights through a detailed survey. We are grateful to everyone who shared their time and knowledge to support the creation of this plan.

Three key priorities emerged from this process, all aimed to center and serve the communities of Southern Arizona. These strategic priorities are grounded in listening, leadership, and business savvy, and will guide us through June 2026. However, our mission and vision aim much further into the future, and we recognize there are decades of work ahead to make our definition of a thriving community a reality.

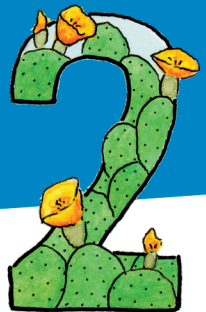


## BOLD ASPIRATIONS FOR OUR COMMUNITY






**Serve as a leader and resource for the community to achieve bold aspirations.**

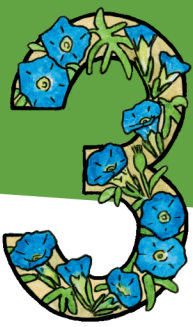
-  Leverage CFSA's influence to drive bold aspirations.
-  Grow engagement with and impact of CFSA Impact Funds and Initiatives.
-  Invest in internal culture to help CFSA's team drive bold strategies.
-  Increase CFSA's financial sustainability and flexibility.

## IMPACTFUL COMMUNITY PHILANTHROPY






**Position CFSA as a preferred, welcoming, and inclusive partner and resource for community-minded donors.**

-  Invest in social justice philanthropy, grantmaking, and activities that address systemic, generations-old inequalities, and create access and space for community leader decision-making.
-  Embrace and implement trust-based philanthropy practices organization-wide.
-  Provide excellent donor services and education.
-  Modernize organizational systems and processes.
-  Increase the impact and focus of CFSA's marketing efforts.



# A VITAL NONPROFIT SECTOR

Invest in Southern Arizona's nonprofit sector to empower nonprofits to effectively tackle community challenges.

-  Build on the success of the Center for Healthy Nonprofits.
-  Expand the capacity of the Community Foundation Campus to serve as a vibrant hub where nonprofits convene, collaborate, and grow.
-  Operate through a community impact lens to empower our nonprofit partners through and beyond grantmaking.

Help us create a thriving Southern Arizona for all.

Southern Arizona belongs to all of us, and we are excited to work with our dedicated nonprofit partners to continue building a vibrant and equitable community.

We invite you to join us in realizing our strategic plan and creating a Southern Arizona where everyone has the opportunity to thrive.



Explore events at the Center for Healthy Nonprofits.

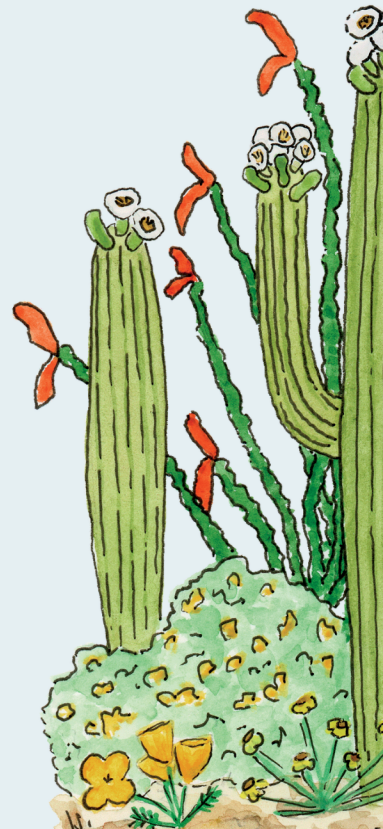


Connect with our Community Impact Team.



Attend a nonprofit networking event at the CF Campus.

To stay updated on our progress and impact, subscribe to our [monthly e-newsletter](#) for nonprofit professionals and volunteers.



Want to learn more?

Contact us at [community@cfsaz.org](mailto:community@cfsaz.org) or call 520-770-0800.

