

# Community Foundation for Southern Arizona's FY2024-FY2026 Strategic Plan





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?

A thriving Southern Arizona is 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.

## CONTEXT FOR THIS PLAN

In 2023, as the Community Foundation for Southern Arizona (CFSA) approached the process of creating a new strategic plan, it was understood that the organization had been through a great deal of growth and change. Over the previous three years, the organization has seen numerous changes in staff and leadership, pivoted its efforts to support the Southern Arizona community and its nonprofit partners through the COVID pandemic, and, like many organizations, began to deepen its approach and understanding of diversity, equity, and inclusion.

CFSA's new strategic plan - BLOOM - is supported by the idea that effective strategic planning is asset-based and participatory and that the culmination of writing the plan is not the end of the process. It is a continuous process, and the documents created through the process are designed to be "living guides" for the work of the board and staff members.

# OUR PROCESS

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.



# OUR STRATEGIC PRIORITIES

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. We recognize that there are decades of work ahead to make our definition of a thriving community a reality.

1. Serve as a leader and resource for the Southern Arizona community to achieve bold aspirations.
2. Position CFSA as a preferred, welcoming, and inclusive partner and resource for community-minded donors.
3. Invest in Southern Arizona's nonprofit sector to empower nonprofits to effectively tackle community challenges.

# BIG CHALLENGES, BOLD SOLUTIONS

Because we believe our community thrives when our nonprofit sector is resilient and innovative, collaborating with donors and the public and private sectors to meet the challenges of our time, we are leaning in on resiliency lessons learned during the pandemic. The needs we are seeing -- the systemic nature of the challenges we face in climate, housing, and education -- call for bolder solutions.

Through building the Community Foundation Campus and our leadership during the COVID crisis, we have a bolder sense of confidence in our ability to tackle and fund big community solutions. Through the implementation of five years of unrestricted CORE Grants and walking the path of trust-based philanthropy, we are now confident that others wish to walk with us.

During the next few years, we will improve our philanthropic services through efficiencies in operations and modernization of technology. We will continue learning and cultivating deep community knowledge to support our donors and professional advisor partners and will reimagine how we communicate actionable information to all of our community collaborators.

# A THRIVING COMMUNITY THROUGH COLLABORATION

At CFSA, we recognize that our community is highly diverse in backgrounds, interests, and approaches and that generosity takes many forms. We are here to support the generosity of our community members drawn to collective impact, joining together to fund solutions that support a thriving community for all.

Through this strategic planning process, our community asked us to offer leadership for transformative community solutions through collective philanthropy and opportunities to convene and grow critical collaborations.

The following plan reflects those requests and outlines the steps we will take over the next three years to create a vibrant and equitable community for all Southern Arizonans, now and forever.



# BOLD ASPIRATIONS FOR OUR COMMUNITY

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

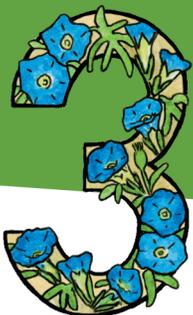
-  Leverage CFSA's influence to drive bold aspirations.
-  Grow engagement with and impact of CFSA Impact Funds and Initiatives.
-  Invest in internal culture to help CFSA's team drive bold strategies.
-  Increase CFSA's financial sustainability and flexibility.

## 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 bring together individuals, families, businesses, nonprofits, and local government from across the region to build a vibrant and equitable community.

We invite you to learn more about CFSA's work and join us in creating a Southern Arizona where everyone has the opportunity to thrive.



Join us for a community event or convening.



Connect with us on Instagram, Facebook, or LinkedIn.



Contribute to an Impact Fund or Initiative.



Want to learn more?  
Contact us at [giving@cfsaz.org](mailto:giving@cfsaz.org) or call 520-770-0800.

