



PROVIDING
PATHWAYS
OUT OF POVERTY

151 W. 40TH STREET
TUCSON, AZ 85713
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WWW.PRIMAVERA.ORG

The Primavera Foundation in Tucson, Arizona, is honored to present this nomination of **Peggy Hutchison**, Chief Executive Officer, for the ***Practitioner of the Year*** award from the National NeighborWorks® Association. Primavera has been providing pathways out of poverty in Tucson, South Tucson, and Pima County, Arizona for thirty years. In nominating Peggy for this award, Primavera celebrates ten years of visionary leadership that Peggy has provided to the community and this organization, which has been rated exemplary by NeighborWorks® America. Throughout her career, Peggy has long been recognized in the Tucson community, in the state of Arizona, nationally, and internationally as a tireless leader, a passionate advocate, and a lifelong contributor in the pursuit of social and economic justice, the fight to eliminate homelessness and poverty, the ability to assure the availability of safe, affordable housing, and the need to build strong, engaging, inclusive communities.

Involvement in NNA and in Promoting Community Development and Housing Issues

Peggy serves on the National NeighborWorks® Association (NNA) Board of Directors as well as the Community Building and Organizing National Steering Committee and Community Stabilization National Steering Committee of NeighborWorks® America. Locally, she serves as co-chair of the Mayor's Commission on Poverty for the City of Tucson, on the Board of Directors for the Pima County Community Land Trust, the Board of Directors and Governance Council of the Crisis Response Network for Southern Arizona, the City of Tucson Transit Task Force, and the JP Morgan Chase Community Advisory Board. Peggy has participated in the NNA Legislative Day for each of the past seven years, and has worked on the *Home Matters* campaign. She led Primavera to participate in the Excellence in Governance Pilot Program of NNA.

Peggy has established strong partnerships and relationships throughout the community with many influential individuals and groups such as political leaders, business leaders, executives of other community based organizations, and government officials, while also focusing on community engagement and movement building among people from all segments of the community. Due to her neighborhood revitalization efforts in Tucson and the City of South Tucson, distressed neighborhoods have been transformed and many families now have safe and affordable homes in which to live. Because of Peggy's efforts, the visibility of Primavera's services and awareness of homeless and low-income individuals and families has increased throughout the Tucson area and beyond, expanding assistance for and understanding of the issues and impacts of poverty. A passionate believer in protecting the environment, she has installed solar and water harvesting systems, gardens, and other green enhancements at properties both owned and developed by Primavera.

Peggy's work for Primavera is aligned with her passion and love for her fellow humans. She has held increasingly responsible positions that align with her personal integrity and her focus on social justice. She has benchmarked her own performance and her aspirations for Primavera against other national leaders and organizations outside Tucson. When one level of achievement is reached, she turns her sights on the next one. Her level of professionalism and ability to lead others inside and outside Primavera have continually grown over the years. Community leaders, citizens, participants, staff, volunteers, and donors of Primavera experience Peggy as visionary, compassionate, authentic, dedicated, intelligent, with astute business sense, integrity, and dedication to exemplifying Primavera's Guiding Principles. She demonstrates unwavering commitment to Primavera's mission of providing pathways out of poverty through her involvement and outreach in the community. As a leader, she utilizes best practices in her oversight and leadership of the agency. She approaches situations proactively, professionally, and effectively, seeking positive solutions through collaboration and creative thinking.

Organizational Management

Peggy has the foresight, tenacity, and courage to go beyond the status quo in a responsible and judicious manner. While other agencies have failed, thanks to Peggy's leadership, Primavera has continued to flourish through a very challenging economic period. Her vision to raise funds and build affordable, energy efficient housing for families including grandparents raising grandchildren in the midst of an economic downturn is a perfect example of her initiative, adaptability, resourcefulness, and vision. Under Peggy's leadership and guidance, Primavera has attained a greater level of professionalism and achievement in every area. She has done an excellent job of navigating the agency through the economic crisis of the past several years with minimal hardship on staff.

Peggy promotes participation in NWA classes and certification for both staff and members of the Board. The Board completed the NWA Excellence in Governance Pilot which resulted in a change in the way the Board operates. The level of Board involvement has improved ten-fold, with accountability established for every committee.

Peggy's tenure with the Primavera Foundation began in 2004, when the organization operated with a financial deficit. Now the Primavera Foundation is very sound financially, with a quasi-endowment that is nearing \$2million. The organization, under Peggy's leadership, has remained financially nimble throughout the slow economic times and no funds, even the allowable discretionary withdrawal by the CEO, have been withdrawn from the endowment. Part of the financial soundness of the organization can be attributed to Peggy's ability to fundraise and to her commitment to diversify funding sources.

Peggy demonstrates a commitment to an environment of continued learning. She is highly supportive of opportunities for staff development and training, ensuring that Primavera staff are always able to travel to and participate in NTI offerings each and every quarter. She supports on-site learning through peer and community resources, and she participates in numerous community events as a subject matter expert and/or panelist, which also promotes enhanced learning and awareness throughout the community.

Peggy is the Primavera "Energizer Bunny." She is analytical, pragmatic, and bold, while demonstrating purposeful clarity about Primavera's capacity and its organizational alignment for new initiatives. She has been brave enough to jettison programs and initiatives that have not proven to be a good fit for Primavera's business lines, while entering into new initiatives that best fit Primavera's portfolio and that meet community needs.

Peggy is uniquely and extraordinarily well rounded. Her talents and wisdom are not limited to only the details or just the big picture. Peggy never takes her eye off the long-term vision while she knowingly sees the nuts and bolts of running Primavera. She is fully capable of taking the organization to the next level of excellence AND she possesses an intimate knowledge of the day-to-day operations. She knows how to do the work of all who report to her while she encourages each senior leader to achieve their own high level of excellence. This mix comes only when an executive is at the top of her career arc.

Peggy sets a very high standard of excellence and is an example for others in the organization. She will always do herself what she expects others to do. Primavera is motivated by her drive to make Primavera ever more effective, ever more outcome-oriented. Peggy is driven by ideals that are achievable: that all people deserve a safe home, all workers merit a living wage, and all people are to be treated fairly in the communities where they make their lives.

Organizational Accomplishments

Primavera recently celebrated the grand opening of *Las Abuelitas*, an affordable housing community in South Tucson designed for kinship families with a community center and gardens at its core. Primavera was the recipient of a *BrightEE* award from Tucson Electric Power Co. for the construction of this highly energy efficient affordable housing project.

Primavera was designated a NeighborWorks® Green Organization in October, 2013, and has received the highest organizational rating possible from NWA, exemplary, for the past 8 years. Peggy initiated Primavera's participation in the Success Measures Data System testing through NWA.

Peggy has pursued and led Primavera in numerous projects with significant community impact including:

- The Neighborhood Stabilization Program in South Tucson, replacing distressed housing,
- Programs for returning citizens, including Prisoner Re-entry Program, Second Chance job fair, and Drug Treatment Alternatives to Prison,
- Innovative solutions to address homelessness, including the Homeless Prevention and Rapid Rehousing Program and Pathways Home, providing coordinated intake and access to rapid rehousing,
- Comprehensive certified homeownership, foreclosure mitigation, and financial education and capability services available to low income individuals and families throughout the community,
- Programs for Veterans, including Project Action for Veterans (SSVF), Veterans workforce initiatives, and the Mayor's initiative to end Veterans' homelessness,
- Merger with the former Traveler's Aid, ensuring the continuity of essential community services,
- Healthcare initiatives with community health providers including the Van of Hope, and
- Integration of water harvesting practices and community gardens at Primavera properties and developments, and establishment of a water harvesting technician and crew available to community customers through Primavera Works.

Peggy is a unique blend of kindness and compassion, never-ending strength and drive, deep reflection and thoughtfulness, incredible creativity and vision, and amazing dedication and tenacity. She has the ability to reach any and all audiences, and the wisdom and talent to adapt her style, approach, and messaging to foster positive and productive relationships and outcomes with the most diverse individuals, groups, and community partners.

Primavera's success is largely based on Peggy's leadership, so she has had a very positive impact on the organization. She is one of very few "go-to" people in Southern Arizona when there are poverty-related issues to solve. She is highly respected by the employees of Primavera, by the board, and by major donors. Because of all these factors, she can bring about the community improvements that really change lives. Peggy has turned the Primavera Foundation into a first class, high functioning community based community development organization, and through her visionary leadership continues to expand Primavera's lines of business to address community needs. Peggy is never complacent and when she and the organization accomplish something, she will be looking for the *next* project because Primavera's work is never finished unless there is no longer a need for the organization to exist.

Additional information about Peggy Hutchison's personal characteristics, positive impact, and impact on community improvement is documented in the attached letters of recommendation.

For further information, please contact Beth Carey, Chief Operating Officer at bcarey@primavera.org or at (520) 308-3132.

NeighborWorks America

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Denver, CO 80246-3326 ▶ 303.782.0299 ▶ nw.org

February 20, 2014

David C. Brown
National NeighborWorks® Association
1819 L Street, NW
Suite 400
Washington, DC 20036

Dear Mr. Brown,

Please accept this letter of recommendation for Peggy Hutchison, Chief Executive Officer of the Primavera Foundation in Tucson, Arizona, in support of her nomination for the NeighborWorks® *Practitioner of the Year* award.

So many aspects of strong leadership are a part of Peggy Hutchison's DNA: commitment to social justice, unwavering ethics, intelligence, flexibility, accountability, creativity and a great sense of humor.

As are many EDs/CEOs in the Network, she is an exceptional business person as evidenced by Primavera Foundation's strong financials and production track record. What sets Ms. Hutchison apart, however, is her unyielding focus on *impact*. She is more than the head of a nonprofit working to address the needs of the poor in Tucson. She is a social scientist and Tucson/Southern Arizona is her laboratory.

As a practitioner in the field, Peggy Hutchison is working to end intergenerational poverty. She has created an organization which partners not just with local government, foundations and other nonprofits with similar missions, but also with single mothers, homeless people, veterans, former prisoners and grandparents raising grandchildren.

Through these partnerships, in just the last year, Las Abuelitas, an affordable kinship housing development designed in part by grandparents, opened; 640 veterans and homeless individuals received job training/placement to secure jobs for a decent wage through Primavera Works, an ethical day labor agency; and single mothers and their children began building wealth through IDAs after participating in financial capability training offered by the HerFamily Program. These are only a few examples of how Ms. Hutchison applies research, advocacy, strong business practices, and innovation to the efforts of The Primavera Foundation.

In her advocacy work locally and in NNA, she pushes the community development field (and NWA) to re-examine "production" and "outcomes" and to focus on multigenerational

changes needed to end poverty. In 30 years of work in Community Development, I have yet to find her equal. You are welcome to contact me at 303-929-2563 if you need additional information. Thank you for your consideration of Peggy Hutchison as an exemplary *Practitioner of the Year*.

Sincerely,

P. Renée Desai

P. Renée Desai
Relationship Manager

RAÚL M. GRIJALVA
3RD DISTRICT, ARIZONA

COMMITTEE ON NATURAL RESOURCES

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Co-CHAIR

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Washington, DC 20515-0307

WEBSITE: <http://grijalva.house.gov/>

February 20, 2014

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FACEBOOK: [Facebook.com/Rep.Grijalva](https://www.facebook.com/Rep.Grijalva)
TWITTER: [Twitter.com/RepRaulGrijalva](https://twitter.com/RepRaulGrijalva)

David C. Brown
National NeighborWorks® Association
1819 L Street, NW
Suite 400
Washington, DC 20036

Dear Mr. Brown,

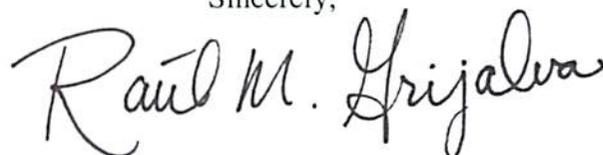
Please accept this letter of recommendation for Peggy Hutchison, Chief Executive Officer of the Primavera Foundation in Tucson, Arizona, in support of her nomination for the NeighborWorks® *Practitioner of the Year* award.

The Primavera Foundation has had a significant role in providing pathways out of poverty in our Southern Arizona communities for 30 years. Ten years ago I watched the impact of Primavera's work increase even more under Peggy's leadership through development of more quality affordable housing units, revitalization of neighborhoods, providing ethical foreclosure mitigation and homeownership resources, commitment to the re-integration of people leaving incarceration, and integration of community engagement and movement building, while maintaining Primavera's foundational dedication to provide shelter, meet basic needs, and support the dignity of the poorest people in our communities.

Peggy leads Primavera with heart, strength, and a passion for justice. She is a person of integrity and vision, and is renowned for her leadership role in the larger community. As the Representative for Arizona's Third Congressional District, I am proud to partner with Peggy on implementing solutions to poverty that affect one out of every four people in Pima County. I recently had the honor to join Peggy at the grand opening of *Las Abuelitas*, an innovative multi-family housing complex and community center developed by the Primavera Foundation and designed to meet the unique housing and community needs of kinship families.

You are welcome to contact me at 520-622-6788 if you need additional information. Thank you for your consideration of Peggy Hutchison as an exemplary *Practitioner of the Year*.

Sincerely,



Raúl M. Grijalva
Member of Congress



JONATHAN ROTHSCHILD
MAYOR

CITY OF TUCSON
OFFICE OF THE MAYOR

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February 21, 2014

David C. Brown
National NeighborWorks Association
1819 L Street, NW
Suite 400
Washington, DC 20036

Dear Mr. Brown:

It is my pleasure to write this letter of recommendation for Peggy Hutchison, Chief Executive Officer of the Primavera Foundation in Tucson, Arizona, in support of her nomination for the NeighborWorks Practitioner of the Year award. Under Peggy's leadership, Primavera has been a leading force in our community's struggle against poverty.

As co-chair of my Commission on Poverty, Peggy has played an instrumental role in our community's efforts to identify and develop programs that improve the circumstances of the disadvantaged. These include our initiatives to end veteran homelessness and provide employment, housing and assistance for returning citizens, as well as a unique collaboration with the University of Arizona—for which Primavera helped to secure funding—to study anti-poverty programs that yield the highest return on investment.

Through her intelligent, informed service at Primavera and on numerous boards and commissions, Peggy's personal commitment to community development and social justice has made a lasting and positive impact in our city. I am proud to recommend her as Practitioner of the Year. I welcome you to contact me if you need additional information, and I thank you for your consideration of Peggy Hutchison.

Sincerely,

A handwritten signature in black ink, appearing to read "Jonathan Rothschild".

Jonathan Rothschild
Mayor of Tucson



NEW BEGINNINGS • STRONG COMMUNITIES

February 21, 2014

David C. Brown
National NeighborWorks® Association
1819 L Street, NW
Suite 400
Washington, DC 20036

Dear Mr. Brown,

Please accept this letter of recommendation for Peggy Hutchison, Chief Executive Officer of the Primavera Foundation in Tucson, Arizona, in support of her nomination for the NeighborWorks® *Practitioner of the Year* award.

I know Peggy as a nonprofit CEO colleague in the community. Together, we co-chair the City of Tucson Mayor's Commission on Poverty. We also work together within a small study group that is educating itself and the community on Pay for Success and Social Impact Bonds initiatives. Our organizations have complementary missions, and we are currently involved in a large grant we initiated that requires us to provide coordinated assessment services for people experiencing homelessness.

Peggy is a tireless advocate for people who have been marginalized in our society. As an advocate, she is knowledgeable and articulate. She is an excellent listener and helps bring people together to deepen collaboration and impact. Her history and commitment to advocacy and service go back decades, with the most recent incarnation as the head of the Primavera Foundation. In that role, she has helped the organization become financially strong with a well-developed infrastructure. She has brought focus and direction to the agency. She has positioned Primavera Foundation as the go to organization in our community on issues of poverty, neighborhood revitalization and affordable housing.

Peggy is a creative thinker and looks for opportunities to build linkages across organizations and systems. I enjoy working and thinking with Peggy because she asks great questions, and has a good sense of humor. A necessity in a good leader!

You are welcome to contact me at 520-323-1708 X413 if you need additional information. Thank you for your consideration of Peggy Hutchison as an exemplary *Practitioner of the Year*.

Sincerely,

Patti Caldwell
Executive Director

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Ready to Protect, Proud to Serve

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Tucson, Arizona 85701-1917

February 21, 2014

David C. Brown
National NeighborWorks® Association
1819 L Street, NW
Suite 400
Washington, DC 20036

Dear Mr. Brown,

Please accept this letter of recommendation for Peggy Hutchison, Chief Executive Officer of the Primavera Foundation in Tucson, Arizona, in support of her nomination for the NeighborWorks® *Practitioner of the Year* award.

I have worked with Ms. Hutchison for a number of years on wide ranging issues facing Tucson, Arizona. As an Assistant Chief with the Tucson Police Department, I value her ability to work with any of my staff effectively. We have worked together on prisoner re-entry programs, homeless issues, programs intended to allow convicted felons the ability to rent housing in crime free apartment complexes and in job training programs for all of her organization's clients.

Under her watch, Primavera has become one of the best managed organizations in Tucson, non-profit, or otherwise. Her personal approach to cultivating relationships from all quarters has brought the organization support that has had a very positive impact upon the community. Her organization has been key in the improvement of the homeless situation in Tucson.

Of her many endeavors, Primavera Works has been a highlight. The Tucson Police Department has not only hired Primavera Works to perform services, but has become an outspoken promoter of the program. As I have repeatedly said, hiring Primavera Works is a good business decision, not just the right thing to do.

You are welcome to contact me at 520-837-7722 if you need additional information. Thank you for your consideration of Peggy Hutchison as an exemplary *Practitioner of the Year*.

Sincerely,

John A. Leavitt
Assistant Chief of Police

February 24, 2014

David C. Brown
National NeighborWorks® Association
1819 L Street, NW, Suite 400
Washington, DC 20036

Dear Mr. Brown,

Please accept this letter of recommendation for Peggy Hutchison, Chief Executive Officer of the Primavera Foundation in Tucson, Arizona, in support of her nomination for the NeighborWorks® *Practitioner of the Year* award.

Peggy has worked for Primavera for ten years. Vision and intelligence have marked every one of those years. The organization is now recognized for sophisticated approaches to community development because Peggy has been open to learning from the best around the U.S. and is applying what she has learned to the needs that arise within our local community. Peggy is a role model for other professionals, both internally and externally. Primavera is highly regarded as a top-notch social justice problem solving organization that empowers its clients to take charge of their lives and move along the pathway out of poverty. Peggy's reputation and standing in the community have allowed Primavera to enjoy that position of influence and distinction in Southern Arizona. Peggy's visionary work has infused and enthused the board, donors, volunteers, and the employees who are well aware of the big goals -- ending homelessness, helping people progress and prosper, building true community. She connects with each person at their level of understanding of the problems.

Integrity, conscience and passion are Peggy's prime motivators for the way in which she conducts Primavera's business. She is driven to build thriving, productive neighborhoods where people enjoy coming home.

We are thrilled to see Peggy nominated for this award because she has so successfully progressed Primavera's mission and work. Please contact me at starrence@mac.com or 917-207-9204 if you need additional information. Thank you for your consideration of Peggy Hutchison as an extraordinary *Practitioner of the Year*.

Sincerely,

Susan Tarrence,
President - Board of Directors