

Arizona Community Foundation Strategic Direction

FY25-FY27



A close-up portrait of a woman with long, wavy brown hair, smiling warmly at the camera. She is wearing a dark-colored medical scrub top. A stethoscope is draped around her neck, with the chest piece resting on her left side. The background is softly blurred, showing what appears to be an outdoor setting with architectural elements. Overlaid on the lower half of the image is the text "BUILDING AN ARIZONA WHERE EVERYONE THRIVES. ARIZONA'S COMMUNITY FOUNDATION." in a bold, white, sans-serif font.

**BUILDING AN ARIZONA
WHERE EVERYONE THRIVES.
ARIZONA'S COMMUNITY
FOUNDATION.**



MISSION

**Lead, serve, and collaborate to mobilize
enduring philanthropy for a better Arizona.**



NORTH STAR

**We see Arizona as a state that welcomes
growth, inclusion, and prosperity for all.**

In designing this strategy, the Arizona Community Foundation recognizes that we are at a critical point in our journey, one that requires demonstrating our commitment to addressing community needs and opportunities while engaging our donors in inspirational giving and investing in partnerships that can demonstrate meaningful change for the state.

Through our strategy, we will leverage the resources within our influence to build a shared responsibility for the health and wellbeing of communities across the state. We will work with donors, leverage ACF's discretionary funds, and engage in new revenue growth opportunities in order to create positive impact, particularly within identified focus areas that were developed from listening to community input from across the state.

ACF is uniquely positioned to bring communities together, aligning people around shared values that inspire creative solutions, unique partnerships, and new approaches to challenges across the state. Our goal is to harness the power of local stakeholders, grantmaking, community knowledge, and the joy of giving to change the course of our collective future.

Over the next three years, we will use this strategy to guide decisions on how to allocate resources—both human and financial—so that Arizona communities thrive.



OUR VALUE PROPOSITIONS

INSPIRE GIVING
ENGAGE COMMUNITIES
CATALYZE PARTNERSHIPS
PEOPLE FIRST



Four mutually reinforcing value propositions govern the strategy: Inspire Giving, Engage Communities, Catalyze Partnerships, and People First.

Woven throughout this strategy is our commitment to address all the communities we serve, both urban and rural.

These value propositions impact our ability to help communities thrive and drive our actions through our convening power, discretionary grantmaking, investment decisions, organizational culture, hiring practices, board composition, and more.



INSPIRE GIVING
ENGAGE COMMUNITIES
CATALYZE PARTNERSHIPS
PEOPLE FIRST

We will Inspire Giving for current and future donors to leverage the passion and resources of generous community members for even greater impact.

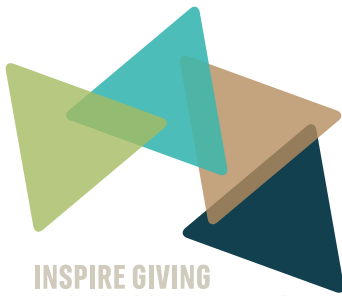
WE WILL BRING PHILANTHROPY WITHIN REACH BY:

Embracing the idea that every donor who chooses to establish or give to an ACF fund is a philanthropist who has the potential to create meaningful change.

Elevating the donor experience through inspiration, improved communication, additional resources, and more targeted services.

Strengthening the donor-community alliance to break down barriers and create unique pathways for philanthropists to engage through us.

Providing clear entry points for new donors and opportunities for existing donors to grow into other products and services.



INSPIRE GIVING
ENGAGE COMMUNITIES
CATALYZE PARTNERSHIPS
PEOPLE FIRST

We believe that addressing under-resourced communities through our relationships, partnerships, and expertise in philanthropy enables us to direct resources to Arizona's greatest needs and opportunities.

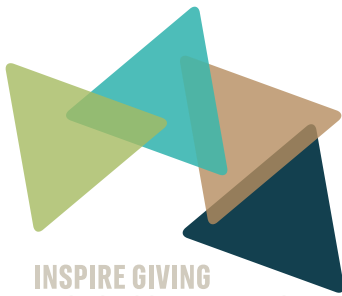
WE WILL GATHER, RESPOND, AND SHARE OUR KNOWLEDGE BY:

Building lines of communication with smaller organizations that have not historically had access to ACF and will see us as a trusted resource.

Investing in the community and future leaders through our grantmaking, loan, and scholarship programs.

Deepening relationships with grantees, scholarship recipients, and loan recipients so we can share their stories and highlight their impact in ways that do not exploit that trust.

Sharing our knowledge of community needs and opportunities to inspire additional investment, expanded awareness, and stronger connections between available resources and community needs.



INSPIRE GIVING
ENGAGE COMMUNITIES
CATALYZE PARTNERSHIPS
PEOPLE FIRST

We will Catalyze Partnerships to advance our mission by convening and mobilizing community partners that align with our work.

WE WILL BUILD MOMENTUM BY:

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Leveraging our network of donors; beneficiaries; community, corporate, and government leaders; and other foundations to invest in local solutions through collective grantmaking.

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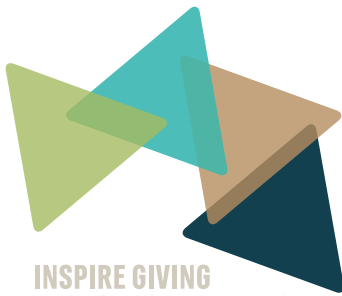
Convening with purpose and authenticity, ensuring that we have clear goals in mind and that the participants include those directly impacted by the specific issue being addressed.

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Harnessing the power of our organizational reputation to champion solutions that address root cause issues and necessary long-term investments.

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Expanding awareness about ACF and philanthropy across Arizona to bring more people together to create meaningful change.



INSPIRE GIVING
ENGAGE COMMUNITIES
CATALYZE PARTNERSHIPS
PEOPLE FIRST

We will put People First to encourage a culture of caring for and supporting one another that starts with the Foundation and extends to every corner of Arizona.

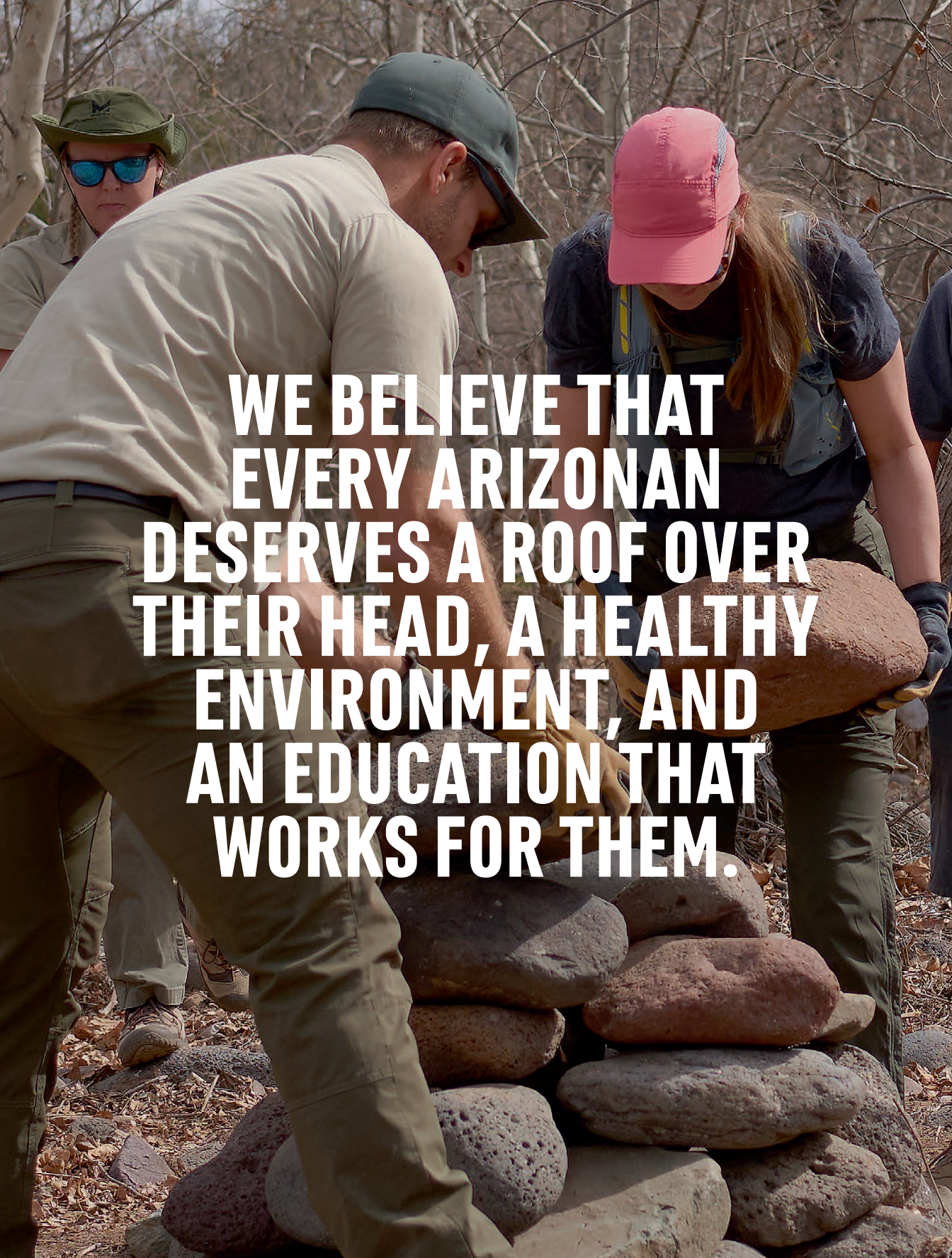
WE WILL INVEST IN HUMAN CAPITAL BY:

Celebrating and recognizing that our people are our greatest asset.

Nurturing a culture of engaged team members who embody and embed our core values into their daily work.

Ensuring professional development and training programs are tailored to team members' individual needs.

Engaging and investing in local community experts across the state to partner, support, and create positive impact in addressing needs and opportunities.

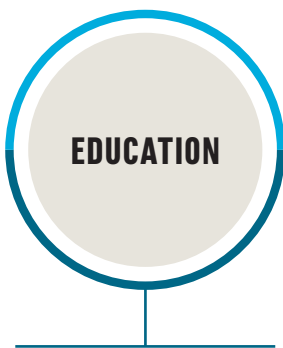
A group of people are working in a wooded area, building a stone wall. In the foreground, a man in a tan shirt and olive cap is leaning over a pile of large, flat stones. To his right, a woman in a pink cap and dark shirt is also working with the stones. In the background, another person in a green hat and sunglasses is visible. The scene is outdoors with bare trees and dry leaves on the ground.

**WE BELIEVE THAT
EVERY ARIZONAN
DESERVES A ROOF OVER
THEIR HEAD, A HEALTHY
ENVIRONMENT, AND
AN EDUCATION THAT
WORKS FOR THEM.**

Focus Areas

ACF and our donors will continue to support our philanthropic areas—arts & culture, community improvement & development, quality education, health innovations, and environment & sustainability—while creating collaborative ventures that will guide our focused impact over the next three years.

While developing this strategy, we studied the research, listened to the perspectives of our stakeholders, and imagined the better Arizona called out in our mission. Through this plan, our donors will have the opportunity to learn and invest together with us as they deploy their charitable dollars and ACF deepens our focus, expertise, engagement, and advocacy power in the following issue areas:



As Arizona's largest independent provider of scholarships, ACF has a vested interest in supporting students across the state throughout their educational journey. We will work alongside communities to identify key areas where our grant dollars and partnerships can make the biggest difference over the next few years. Our initial focus will be on increasing access to diverse educational options and pathways to create opportunities that benefit individuals, communities, and Arizona's overall economy.



Having a place to call home is a basic need that impacts so many other human needs including physical and mental health, food security, education, and employment. With a historic shortage of affordable homes in neighborhoods across Arizona, we will continue to invest and convene around this issue. We will leverage our loan programs and convening power to drive co-investment programs focused on prevention and increasing housing supply.



A healthy environment for living, working, and recreating benefits all Arizonans. As a statewide community foundation, we are dedicated to creating harmony between humans and nature through investments in food systems, trees and shade, and conservation and preservation of land across the many ecosystems that encompass our great state.

As we intentionally engage with and learn from communities, we will continuously evaluate our priorities and make needed adjustments. This is an essential component of our mission, enabling us to mobilize resources where they are most needed while also keeping an eye toward the future.



ARIZONA
COMMUNITY
FOUNDATION

azfoundation.org

The Arizona Community Foundation has successfully grown to become one of the top 25 community foundations in the country by focusing on serving our donors, community, and staff in a professional and caring way. As we look toward the future, we will build upon those fundamental business practices that have brought us success in the past and create new opportunities to foster our future growth and have greater impact in the community.