

**Public Policy Continuum from Ideas to Implementation - 2011\***

**NONPROFITS**

**DIRECTIONS: STEP 1:** Enter **X** if you are currently advocating for an issue, or **F** if you plan on advocating in the future. (You may have an **X** and an **F** in the same box.) **STEP 2:** In the same box as your **X** or **F**, identify the issue for which the strategy or strategies is being used to advance. Examples of issues: Health care, Immigration, Education, Human Services, Art, other. You can

| Nonprofit Organization  | Problem Definition/Solution Development:<br>To clearly articulate problems and solutions |                     |  |   |   |  | Advancing Solution/Advocacy:<br>To build political will to take action  |   |  |   |   |   |   |   |   |   | Implementation:<br>To foster effective implementation                   |   |   |   |   |  |
|---|--|---------------------|--|---|---|--|---|---|--|---|---|---|---|---|---|---|---|---|---|---|---|--|
|   | Components of Policy Change:   |                     |  |   |   |  |   |   |  |   |   |   |   |   |   |   |   |   |   |   |   |  |
|   | Research and Analysis  | Polling             | Issue Framing and Messaging                    | Convening   | Engaging Stakeholders   | Testing Alternative Approaches         | Advocacy Capacity Development (Leadership training)                     | Coalition Building  | Community Organizing                                   | Polling                                 | Message Refinement  | Public Education  | Education for Opinion Leaders and Policymakers                          | Media Advocacy  | Litigation  | Direct Lobbying of Legislators  | Grassroots Lobbying   | Public Education  | Capacity Development for Government Agencies                            | Monitoring  | Evaluation  |  |
| Accept the Challenge - Social Venture Partners Arizona                    |  |                     |  |   |   | X_F                                    |   |   |  |   |   |   |   |   |   |   |   |   |   |   |   |  |
| Anti-Defamation League - The Arizona Republic                             |  |                     | X_F: Racism, Religious Freedom, Discrimination | X_F: Racism, Religious Freedom, Discrimination                          | X_F: Racism, Religious Freedom, Discrimination                          |  |   |   |  |   | X_F: Racism, Religious Freedom, Discrimination                          | X_F: Racism, Religious Freedom, Discrimination                          |   |   |   |   | X_F: Racism, Religious Freedom, Discrimination                          |   |   | X_F: Racism, Religious Freedom, Discrimination                          |   |  |
| Arizona Advocacy Network  |  |                     | X: Clean Elections                             |   |   |  |   |   |  |   | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   |   |   | X: Clean Elections/anti-corruption laws                                 | X: Clean Elections/anti-corruption laws                                 |   |   |   |   |   |  |
| Arizona Advocacy Network Foundation                                       | X: Clean Elections   | X: Clean Elections  | X: Clean Elections                             |   | X: Clean Elections, Redistricting, Voting Rights                        |  | X: Clean Elections/anti-corruption laws                                 | X: Clean Elections/anti-corruption laws, Redistricting                  | X: Clean Elections/anti-corruption laws, Redistricting | X: Clean Elections/anti-corruption laws | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   |   | X: Clean Elections/anti-corruption laws                                 | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   | X: Clean Elections/anti-corruption laws, Redistricting, Voting Rights   |  |
| Arizona Center For Empowerment - Arizona Community Foundation             |  |                     |  |   |   |  |   | X_F: Immigration; Voter participation                                   | X_F: Immigration; Voter participation                  |   |   |   |   |   | X_F: Immigration  | X_F: Immigration  |   | X_F: Voter participation  |   |   |   |  |
| Arizona Center for Empowerment (ACE) - Marguerite Casey Foundation        |  |                     | X_F: Immigration, jobs, housing                |   |   |  | X_F: Immigration, jobs, housing   | X_F: Immigration, jobs, housing   | X_F: Immigration, jobs, housing                        |   | X_F: Immigration, jobs, housing   | X_F: Immigration, jobs, housing   | X_F: Immigration, jobs, housing   | X_F: Immigration, jobs, housing   | X_F: Immigration, jobs, housing   | X_F: Immigration, jobs, housing   | X_F: Immigration, jobs, housing   | X_F: Immigration, jobs, housing   |   |   |   |  |
| Arizona Chamber of Commerce - SLHI  |  |                     |  | X_F   | X_F   |  |   |   |  |   |   |   |   |   |   |   |   |   |   |   |   |  |
| Arizona Coalition Against Domestic Violence - The Arizona Republic        |  |                     |  | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education |  | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education |  |   | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education | X_F: Domestic Violence Prevention, Legislation, Intervention, Education |  |
| Arizona Community Action Association (ACAA) - Marguerite Casey Foundation |  |                     | X_F: Human services, poverty                   |   | X_F: Human services, poverty  |  | X_F: Human services, poverty  | X_F: Human services, poverty  | X_F: Human services, poverty                           |   | X_F: Human services, poverty  | X_F: Human services, poverty  | X_F: Human services, poverty  | X_F: Human services, poverty  |   | X_F: Human services, poverty  | X_F: Human services, poverty  | X_F: Human services, poverty  | X_F: Human services, poverty  | X_F: Human services, poverty  | X_F: Human services, poverty  |  |
| AZ Competitive Districts Coalition - AARP                                 |  |                     |  |   | X: Redistricting  |  |   |   |  |   |   |   |   |   |   |   |   |   |   |   |   |  |
| Arizona Council of Human Service Providers                                | X: Behavioral health and child welfare   |                     | X: Behavioral health and child welfare         | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  |  | X: Behavioral health and child welfare  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  | X: Behavioral health and child welfare                                  |  |
| Arizona Council of Human Services Providers (AZCHSP) - SLHI               |  |                     | X  |   |   |  | X_F   |   |  |   | X_F   |   |   |   |   |   |   |   |   |   |   |  |
| Arizona Foundation for Women - Hickey Family Foundation                   |  |                     | X_F: Child sex trafficking                     | X_F: Child sex trafficking  | X_F: Child sex trafficking  |  |   | X_F: Child sex trafficking  |  |   | X_F: Child sex trafficking  | X_F: Child sex trafficking  |   |   |   |   |   |   |   |   |   |  |
| Arizona Housing Alliance  |  |                     | X_F  | X_F   | X_F   |  | X_F   | X_F   |  |   | X_F   | X_F   |   |   | X_F   |   |   |   |   |   |   |  |
| Arizona Housing Alliance - LISC Phoenix                                   |  |                     | X_F  | X_F   | X_F   |  | X_F   | X_F   |  |   | X_F   | X_F   |   |   | X_F   |   |   |   |   |   |   |  |
| Arizona Interfaith Alliance for Worker Justice                            | E: Wage theft  | X: Immigrant health |  | X: Wage theft   | X: Wage theft   |  | X: Immigration, Wage theft  | X: Immigration, Wage theft  | X: Immigration, Wage theft                             |   | E: Wage theft   | E: Wage theft, Workplace issues   | E: Wage theft, Workplace issues   | E: Wage theft, Workplace issues   |   | E: Wage theft   | E: Wage theft   | F: Wage theft   | E: Wage theft   | E: Wage theft   | E: Wage theft   |  |
| Arizona Investment Collaborative - Northern Trust                         | X_F  |                     | X_F  | X_F   | X_F   |  |   | X_F   |  |   |   | X_F   |   |   |   |   |   |   |   |   |   |  |
| Arizona Public Interest Research Group (PIRG) - SLHI                      | X  |                     |  | X_F   | X_F   |  |   |   |  |   |   |   |   |   |   |   |   |   |   |   |   |  |

| Nonprofit Organization   | Problem Definition/Solution Development:<br>To clearly articulate problems and solutions<br><b>Components of Policy Change:</b>  |         |  |   |  |  | Advancing Solution/Advocacy:<br>To build political will to take action  |  |   |         |  |  |  |  |  |   | Implementation:<br>To foster effective implementation   |   |  |  |  |
|--|--|---------|--|---|--|--|---|--|---|---------|--|--|--|--|--|---|---|---|--|--|--|
|  | Research and Analysis  | Polling | Issue Framing and Messaging  | Convening   | Engaging Stakeholders  | Testing Alternative Approaches   | Advocacy Capacity Development (Leadership training)   | Coalition Building   | Community Organizing  | Polling | Message Refinement   | Public Education   | Education for Opinion Leaders and Policymakers   | Media Advocacy   | Litigation   | Direct Lobbying of Legislators  | Grassroots Lobbying   | Public Education  | Capacity Development for Government Agencies   | Monitoring   | Evaluation   |
|  |  |         |  |   |  |  |   |  |   |         |  |  |  |  |  |   |   |   |  |  |  |
| Arizona Public Interest Research Group (Arizona PIRG) Education Fund - 501c3 | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters (18-29 year olds)   |         | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters (18-29 year olds)   | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, young voters (18-29 year olds)   | X: Participant in stakeholder groups - ADOT's Corridor Support Team (Phoenix-Tucson Rail Line), Electric Vehicle Stakeholder Group, Governor's Climate Change Oversight Group, and through the Western Climate Advocates Network (WeCAN) which is involved in efforts to forward the Western Climate Initiative. | X: Young voters (18-29 year olds)  | X: Transportation, gmvt. transparency, health care, energy efficiency, consumer protection, young voters or potential voters (18-29 year olds)      | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters or potential voters (18-29 year olds)   | X: Transportation, energy efficiency, young voters or potential voters (18-29 year olds)              |         | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters or potential voters (18-29 year olds)   | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters (18-29 year olds)   | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters (18-29 year olds)   | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters (18-29 year olds)   |  | X: Although allowed to by law, the Arizona PIRG Education Fund has chosen to not directly lobby legislators. The Arizona PIRG Education Fund has a sister organization - Arizona PIRG which is a 501c4 and does conduct lobbying. | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection  | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters (18-29 year olds)  | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters (18-29 year olds)   | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters (18-29 year olds)   | X: Transportation, tax and budget, gmvt. transparency, health care, energy efficiency, consumer protection, young voters (18-29 year olds) |
| Arizona Quest for Kids - Northern Trust                                      | X_F  |         | X_F  | X_F   | X_F  |  |   | X_F  |   |         |  | X_F  | X_F  |  |  |   |   |   |  |  |  |
| Arizona State Parks Foundation   | X_F: State parks sustainable funding, changing the model on a national scale.  | X_F     | E  | E   | X_F: Hosting a national roundtable of state park directors and foundation execs  | E  | E   | X_F: State park friends group cultivation and development  | E   | E       |  | X_F: Funded Arizona State Parks Privatization and Efficiency Plan (ASP P&E Plan) which has prompted national discussion and debate   | X_F: Distributed ASP P&E Plan to Governor & full Legislature, stakeholders, partners & advocates   | X_F: Advocacy Days at the State Legislature and the ASP P&E Plan have prompted media attention to the issues   |  | X_F: Engaged Rural AZ Legislative Caucus & stakeholders in 2011 session   | X_F   |   |  |  |  |
| ASU Halle Center - Hickey Family Foundation                                  |  |         |  |   |  |  |   |  |   |         |  |  |  |  | X_F: Child sex trafficking   |   |   |   |  |  |  |
| Association of Arizona Food Banks  | X_F: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW, Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. |         | X_F: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW, Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. | X_F: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW, Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues. | X_F: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW, Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget.   | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. | X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW                             |         | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. |  | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget.  | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues. | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues. | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. | E: Hunger, Nutrition -- Developing Hunger-Free Communities Plan with VSUW<br>X_F: Hunger, Nutrition -- Federal Legislation Reauthorization(Farm Bill & Child nutrition), USDA Food & Nutrition Services/Issues, AZ State Budget. |  |
| Black Mesa Water Coalition (BMWC) - Marguerite Casey Foundation              |  |         | X_F: Environment, health, jobs, energy   |   |  |  | X_F: Environment, health, jobs, energy  | X_F: Environment, health, jobs, energy   | X_F: Environment, health, jobs, energy  |         |  | X_F: Environment, health, jobs, energy   | X_F: Environment, health, jobs, energy   |  | X_F: Environment, health, jobs, energy                                   | X_F: Environment, health, jobs, energy  |   |   |  |  |  |
| Border Action Network  | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  |         | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  | X: US - Mexico Border Policy Issues   | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  | X: US - Mexico Border Policy Issues  | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement   | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement |         | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  | X: US - Mexico Border Policy Issues, State/Local Immigration Enforcement | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement   | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement   | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement   | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement  | X: National Immigration Reform, US - Mexico Border Policy Issues, State/Local Immigration Enforcement                                      |
| Border Action Network (BAN) - Marguerite Casey Foundation                    | X_F: Immigration, Human Rights   |         | X_F: Immigration, Human Rights   |   | X_F: Immigration, Human Rights   |  | X_F: Immigration, Human Rights  | X_F: Immigration, Human Rights   | X_F: Immigration, Human Rights  |         |  | X_F: Immigration, Human Rights   | X_F: Immigration, Human Rights   |  | X_F: Immigration, Human Rights   | X_F: Immigration, Human Rights  |   |   |  |  |  |
| BorderLinks  | X: Immigration   |         |  |   | X: Immigration   |  |   | X: Immigration   |   |         |  | X: Immigration   | E: Immigration   |  |  |   |   |   |  |  |  |
| BUILD - The Steele Foundation  |  |         |  |   |  |  |   | X: Early Childhood   |   |         |  |  |  |  |  |   |   |   |  |  |  |

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|--|---|---|--|--|--|--------------------------------|--|--|--|-----------------------------|--------------------|--|--|--|--|--|--|--|--|--|--|
|  | Research and Analysis   | Polling   | Issue Framing and Messaging  | Convening  | Engaging Stakeholders  | Testing Alternative Approaches | Advocacy Capacity Development (Leadership training)  | Coalition Building   | Community Organizing   | Polling                     | Message Refinement | Public Education   | Education for Opinion Leaders and Policymakers   | Media Advocacy   | Litigation   | Direct Lobbying of Legislators   | Grassroots Lobbying  | Public Education   | Capacity Development for Government Agencies   | Monitoring   | Evaluation   |
|  |   |   |  |  |  |                                |  |  |  |                             |                    |  |  |  |  |  |  |  |  |  |  |
| BUILD - Virginia G. Piper Charitable Trust   |   |   |  |  |  |                                |  | X  |  |                             |                    |  |  |  |  |  |  |  |  |  |  |
| Business and Arts Council of Greater Phoenix - Northern Trust                          |   |   |  |  |  |                                | X_F  |  |  |                             |                    |  |  |  |  |  |  |  |  |  |  |
| Camelback High School - Social Venture Partners Arizona                                |   |   |  |  |  |                                | X_F  |  |  |                             |                    |  |  |  |  |  |  | X_F  |  |  |  |
| Campesinos Sin Fronteras (CSF) - Marguerite Casey Foundation                           |   |   | X_F: Immigration, health, education  |  | X_F: Immigration, health, education  |                                | X_F: Immigration, health, education  | X_F: Immigration, health, education  | X_F: Immigration, education  | X_F: Immigration, education |                    | X_F: Immigration, health, education  | X_F: Immigration, jobs   |  | X_F: Immigration, jobs   |  | X_F: Immigration, jobs   |  |  |  |  |
| CASE (Central Arizonans for a Sustainable Economy)                                     | X   |   | X  | X  | X  | X                              | X  | X  | X  | X                           | X                  | X  | X  | X  | X  | X  | X  | X  |  |  |  |
| Center For Progressive Leadership - Arizona Community Foundation                       |   |   | X_F: Progressive Political Leadership  |  | X_F: Progressive Political Leadership  |                                | X_F: Progressive Political Leadership  |  |  |                             |                    |  |  |  | X_F: Progressive Political Leadership  |  |  |  |  |  |  |
| Center for Teacher Success - Social Venture Partners Arizona                           |   |   |  | X_F  | X_F  |                                |  |  |  |                             |                    |  |  |  |  |  |  | X_F  |  |  |  |
| Central Arizonans for Sustainable Economy (CASE) - Marguerite Casey Foundation         | X_F: Workers, immigration   |   | X_F: Immigration, jobs   |  | X_F: Immigration, jobs   |                                | X_F: Immigration, jobs   | X_F: Immigration, jobs   | X_F: Immigration, jobs   |                             |                    |  |  |  |  | X_F: Immigration, jobs   | X_F: Immigration, jobs   | X_F: Immigration, jobs   |  |  |  |
| Chicanos por la Causa - Arizona Community Foundation                                   | X_F: Immigration  | X_F: Voter participation  |  | X_F: Human services  |  |                                |  | X_F: Human services  |  |                             |                    |  |  |  |  |  |  |  |  |  |  |
| Chicanos Por La Causa - Northern Trust   | X_F   |   | X_F  | X_F  | X_F  |                                |  | X_F  |  |                             |                    |  |  |  |  |  |  |  |  |  |  |
| Children's Action Alliance   | X_F   | X   | X_F  | X_F  | X_F  | X                              | X_E  | X_E  | E  |                             |                    |  |  |  | X_F  | X_F  | X_F  | X_F  | X_F  | X_F  | X_F  |
| Children's Action Alliance - The Arizona Republic                                      | X_F: Children   |   | X_F: Children  | X_F: Children  | X_F: Children  |                                | X_F: Children  | X_F: Children  |  |                             |                    |  |  |  | X_F: Children  |  |  | X_F: Children  |  | X_F: Children  |  |
| Children's Action Alliance (CAA) - Marguerite Casey Foundation                         | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs                                |   | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs |  | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs |                                | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs |  |                             |                    | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs |  | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs | X_F: Health, early care and education, budget and taxes, juvenile justice, immigration, and jobs |
| Children's Action Alliance (CAA) - SLHI  |   |   | X  | X_F  | X_F  |                                | X_F  |  |  |                             |                    |  |  |  |  |  |  |  |  |  |  |
| Children's Action Alliance - The Steele Foundation                                     | X: Children   |   | X: Children  |  |  |                                |  |  |  |                             |                    |  | X: Children  |  |  |  |  |  |  |  |  |
| Children's Action Alliance - Virginia G. Piper Charitable Trust                        |   |   | X: Human Services  |  |  |                                |  |  |  |                             |                    |  |  |  |  |  |  |  |  |  |  |
| Collaboration for New Century - Arizona Community Foundation                           | X_F: Human Services   |   |  |  |  |                                | X_F: Human Services  |  |  |                             |                    |  |  |  | X_F: Human services  | X_F: Human services  |  |  |  |  |  |
| Communities in School of Arizona - Social Venture Partners Arizona                     |   |   |  | X_F  | X_F  |                                | X_F  |  |  |                             |                    |  |  |  |  |  |  |  |  |  | X_F  |
| Community Catalyst - SLHI  |   |   |  |  |  |                                | X_F  |  |  |                             |                    |  |  |  |  |  |  |  |  |  |  |
| Community Legal Services - AZ Fndn for Legal Services and Education                    |   | X_F: Voting participation barriers, Barriers to accessing justice |  | X_F: Voting participation barriers, Barriers to accessing justice                              | X_F: Voting participation barriers, Barriers to accessing justice                                |                                |  |  |  |                             |                    |  |  |  |  |  |  |  |  |  | X_F: Voting participation barriers, Barriers to accessing justice                                |
| Desert Mission Neighborhood Renewal - Northern Trust                                   | X_F   |   | X_F  | X_F  | X_F  |                                |  |  | X_F  |                             |                    |  |  |  |  |  |  |  |  |  |  |
| Dine Citizens Against Ruining the Environment (DineCARE) - Marguerite Casey Foundation | X_F: Environment, energy, jobs, health  |   | X_F: Environment, energy, jobs, health   |  | X_F: Environment, energy, jobs, health   |                                | X_F: Environment, energy, jobs, health   | X_F: Environment, energy, jobs, health   | X_F: Environment, energy, jobs, health   |                             |                    |  |  |  | X_F: Environment, energy, jobs, health   | X_F: Environment, energy, jobs, health   |  | X_F: Environment, energy, jobs, health   | X_F: Environment, energy, jobs, health   |  |  |
| DNA Peoples Legal Services - AZ Fndn for Legal Services and Education                  |   | X_F: Voting participation barriers, Barriers to accessing justice |  | X_F: Voting participation barriers, Barriers to accessing justice                              | X_F: Voting participation barriers, Barriers to accessing justice                                |                                |  |  |  |                             |                    |  |  |  |  |  |  |  |  |  | X_F: Voting participation barriers, Barriers to accessing justice                                |
| Environment Arizona Research & Policy Center - 501c3                                   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks                                  |   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   | E                              | X_F  | X_F: Environment, State Parks, Grand Canyon, Mining  | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks |                             |                    | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks |  | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks   |

| Nonprofit Organization   | Problem Definition/Solution Development:<br>To clearly articulate problems and solutions |   |  |   |   |  | Advancing Solution/Advocacy:<br>To build political will to take action |   |                      |         |                    |   |  |                |            |  |                     | Implementation:<br>To foster effective implementation |  |            |   |     |     |
|--|--|---|--|---|---|--|--|---|----------------------|---------|--------------------|---|--|----------------|------------|--|---------------------|---|--|------------|---|-----|-----|
|  | Components of Policy Change:   |   |  |   |   |  |  |   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
|  | Research and Analysis  | Polling   | Issue Framing and Messaging                                      | Convening   | Engaging Stakeholders   | Testing Alternative Approaches           | Advocacy Capacity Development (Leadership training)                    | Coalition Building  | Community Organizing | Polling | Message Refinement | Public Education  | Education for Opinion Leaders and Policymakers | Media Advocacy | Litigation | Direct Lobbying of Legislators   | Grassroots Lobbying | Public Education                                      | Capacity Development for Government Agencies | Monitoring | Evaluation  |     |     |
| Environment Arizona - 501c4  | X_F  |   | X_F  | X_F   |   |  |  | Canvassing state-wide on pressing environmental issues:<br>X: State Parks<br>E: Solar, Clean Water Preservation |                      |         |                    | Canvassing state-wide on pressing environmental issues:<br>X: State Parks<br>E: Solar, Clean Water Preservation | X_F  | X_F            |            | X_F: Environment, Clean Energy, Clean Water, Clean Air, Preservation, State and National Parks | X_F                 |   |  | X_F        |   | X_F | X_F |
| Educare - Hickey Family Foundation                                       |  |   |  |   |   |  |  | X_F: Education & health   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
| Episopal Church (Bisbee, Tucson, Douglas) - Arizona Community Foundation |  |   |  |   |   |  |  | X_F: Immigration; Voter participation   |                      |         |                    | X_F: Human services   |  |                |            |  |                     |   |  |            |   |     |     |
| Expect More Arizona - Virginia G. Piper Charitable Trust                 |  |   | X: Education   |   |   |  |  |   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
| Experience Matters - Virginia G. Piper Charitable Trust                  |  |   | X: Seniors   |   |   |  |  |   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
| Expect More Arizona - Rodel Charitable Foundation                        |  |   | X_F: Education   |   |   |  |  |   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
| Florence Immigration Project - Arizona Community Foundation              | X_F: Immigration   |   | X_F: Immigration   |   |   |  |  |   |                      |         |                    | X_F: Immigration  | X_F: Immigration                               |                |            |  |                     |   |  |            |   |     |     |
| Friendly House - Arizona Community Foundation                            | X_F: Immigration   |   |  | X_F: Immigration; Healthcare                                      | X_F: Voter participation  |  |  | X_F: Human services   |                      |         |                    | X_F: Human services   | X_F: Immigration                               |                |            |  |                     |   |  |            |   |     |     |
| Friends of O'Connor House - Rodel Charitable Foundation                  |  |   |  | X_F: Education/Other  |   |  |  |   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
| Girl Scouts - A Day of Civic Action                                      |  |   | X: Community Collaboration & Creating "The AZ We Want"           | X   |   |  | X  | X   |                      |         |                    | X   |  |                |            |  |                     |   |  |            |   | X   |     |
| Girl Scouts - A Girl's Word is Different (AGWID)                         |  |   | X: Human Trafficking   |   |   |  |  | X   | X                    |         |                    | X   | X  | X              |            |  |                     |   |  |            |   | X   | X   |
| Girl Scouts - Girl Scouts Beyond Bars (GSBB) and Adelante Jovencitas     |  |   |  |   | X   | X: Girl Scouts & Juvenile Justice System | X  | X   |                      |         |                    | X   | X  |                |            |  |                     |   |  |            |   |     |     |
| Girl Scouts - Women & Young Women of Distinction/World Awards            |  |   | X: Girl Scouts as Community Leaders & Accomplishment Recognition |   |   |  |  |   |                      |         |                    | X   |  |                |            |  |                     |   |  |            |   |     |     |
| Golden Gate Community Center   |  |   |  |   | X_F   |  |  | X_F   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
| Golden Gate Community Center - LISC Phoenix                              |  |   |  |   | X_F   |  |  | X_F   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
| Golden Gate Community Center - SLHI                                      |  |   |  |   |   | X_F                                      |  | X_F   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
| Greater Valley Health Education Center (GVHEC) - SLHI                    |  |   |  | X_F   | X_F   |  |  |   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   |     |     |
| Habitat for Humanity - Northern Trust                                    | X_F  |   | X_F  | X_F   | X_F   |  |  | X_F   |                      |         |                    |   | X_F  |                |            |  |                     |   |  |            |   |     |     |
| Hopi Foundation (Hopi) - Marguerite Casey Foundation                     | X_F: Food justice, health, economic dev  |   |  |   |   |  |  | X_F: Food justice, health, economic dev   |                      |         |                    | X_F: Food justice, health, economic dev   |  |                |            |  |                     |   |  |            |   |     |     |
| Housing our Community - Northern Trust                                   | X_F  |   | X_F  | X_F   | X_F   |  |  | X_F   |                      |         |                    |   | X_F  |                |            |  |                     |   |  |            |   |     |     |
| Keogh Health Connection  |  | X_F: Voting participation barriers, Barriers to accessing justice | X  |   |   |  |  |   |                      |         |                    |   | X  | X              | X          | X  |                     |   |  |            | X   | X   | X   |
| Kids Voting Arizona - AZ Fndn for Legal Services and Education           |  | X_F: Voting participation barriers, Barriers to accessing justice |  | X_F: Voting participation barriers, Barriers to accessing justice | X_F: Voting participation barriers, Barriers to accessing justice |  |  |   |                      |         |                    |   |  |                |            |  |                     |   |  |            | X_F: Voting participation barriers, Barriers to accessing justice |     |     |
| La Union Del Pueblo - Arizona Community Foundation                       |  |   |  |   |   |  |  | X_F: Immigration; Voter participation   |                      |         |                    | X_F: Human services   |  |                |            |  |                     |   |  |            |   |     |     |
| Livable Communities Coalition  |  |   |  |   | X   |  |  | X   |                      |         |                    |   |  |                |            |  |                     |   |  |            |   | X   |     |
| Livable Communities Coalition - LISC Phoenix                             |  |   |  |   | X   |  |  | X   |                      |         |                    | X   |  |                |            |  |                     |   |  |            |   | X   |     |

| Nonprofit Organization   | Problem Definition/Solution Development:<br>To clearly articulate problems and solutions |   |   |  |   |   | Advancing Solution/Advocacy:<br>To build political will to take action  |   |  |                                       |  |   |  |  |            |   | Implementation:<br>To foster effective implementation   |  |   |   |   |
|--|--|---|---|--|---|---|---|---|--|---------------------------------------|--|---|--|--|------------|---|---|--|---|---|---|
|  | Components of Policy Change:   |   |   |  |   |   |   |   |  |                                       |  |   |  |  |            |   |   |  |   |   |   |
|  | Research and Analysis  | Polling   | Issue Framing and Messaging                                 | Convening  | Engaging Stakeholders   | Testing Alternative Approaches  | Advocacy Capacity Development (Leadership training)   | Coalition Building                              | Community Organizing   | Polling                               | Message Refinement   | Public Education  | Education for Opinion Leaders and Policymakers             | Media Advocacy   | Litigation | Direct Lobbying of Legislators  | Grassroots Lobbying   | Public Education   | Capacity Development for Government Agencies  | Monitoring  | Evaluation  |
| Mi Familia Vota - Arizona Community Foundation   |  | X_F: Immigration  | X_F: Immigration  | X_F: Immigration   | X_F: Immigration; Voter participation   |   | X_F: Immigration; Voter participation   | X_F: Immigration; Voter participation           | X_F: Immigration; Voter participation  | X_F: Immigration; Voter participation |  |   |  |  |            | X_F: Immigration  | X_F: Immigration  | X_F: Voter participation   |   |   |   |
| Morrison Institute - Virginia G. Piper Charitable Trust  | X:   |   |   |  |   |   |   |   |  |                                       |  |   |  |  |            |   |   |  |   |   |   |
| Naco Wellness - Arizona Community Foundation   |  |   |   |  |   |   |   | X_F: Human services                             |  |                                       |  |   |  |  |            |   | X_F: Human services   |  |   |   |   |
| NARAL Pro-Choice Arizona: All public policy work is in regards to reproductive rights and women's health | X_E  | E   | X_E   |  | X_F   |   |   | X_F   | E  | E                                     | X_F  | X_F   | E  | E  |            | X_F   | X_F   | X_F: Sex Education   | X_F   | X_F   | X_F   |
| The Nature Conservancy - Northern Trust  | X_E  |   | X_E   | X_E  | X_F   |   |   | X_F   |  |                                       |  | X_F   |  |  |            |   |   |  |   |   |   |
| Nedco - Northern Trust   | X_E  |   | X_E   | X_E  | X_F   |   |   | X_F   |  |                                       |  | X_F   |  |  |            |   |   |  |   |   |   |
| Neighborhood Housing Services of Phoenix - Northern Trust  | X_E  |   | X_E   | X_E  | X_F   |   |   | X_F   |  |                                       |  | X_F   |  |  |            |   |   |  |   |   |   |
| Orangedale Junior High School - Social Venture Partners Arizona  |  |   |   |  |   |   | X_E   |   |  |                                       |  |   |  |  |            |   |   | X_F  |   |   |   |
| PAFCO Advocacy (c4)  | X: UNFINISHED AGENDA FOR HEALTH AND HUMAN SERVICES                                       |   | X: Publish lots of fact sheets and issue oriented documents | X: Convene groups for actions regularly. We plan a conference in October for nonprofit voter engagement for 2012 election. | X: Train several thousand new citizen advocates a year.   | X: PAFCO is constantly trying new approaches, social media, training, leadership development. | X: Monthly citizen training program, leadership training programs, consultation with groups for developing leaders and plans of action. | X: PAFCO is a historic coalition in AZ.         | X: Regular and special actions at the state legislature for the last ten year. |                                       | X: Work together for common messaging around the health and human services budget. | X: We published the Unfinished Agenda for Health and Human Services, our email newsletter and Facebook page are accepted sources of reliable information. | X: Trusted source of information for public policy makers. | X: We have good working relationships with all major media in the state. |            | X: Through our C4 we do regular lobbying of legislators and other public policy makers. | X: Train and equip local groups of citizens for grassroots actions in the community and at the legislature. | X: Our materials are sources of public education used widely in the community. | X: We work with several key leadership training programs to develop public policy expertise for participating in administrative and government processes. | X: Through a wide set of relationships we monitor public policy | X: With our experts in all areas of human services policy, we constantly evaluate health an human services public policy. We also conduct annual evaluations of our advocacy efforts for planning for future actions. |
| PAFCO - Virginia G. Piper Charitable Trust   |  |   | X: Human Services   |  |   |   |   |   |  |                                       |  |   |  |  |            |   |   |  |   |   |   |
| Partnership for a Drug Free America - The Arizona Republic   |  |   | X_F: Drug Abuse Education, Prevention & Intervention        | X_F: Drug Abuse Education, Prevention & Intervention   |   |   |   |   |  |                                       |  | X_F: Drug Abuse Education, Prevention & Intervention  | X_F: Drug Abuse Education, Prevention & Intervention       |  |            |   |   | X_F: Drug Abuse Education, Prevention & Intervention                           |   |   |   |
| Phoenix Revitalization Corp. (PRC) - SLHI  |  |   |   |  |   | X_E   | X_E   | X_F   |  |                                       |  |   |  |  |            |   |   |  |   |   |   |
| Phoenix Revitalization Corporation   |  |   |   |  | X_F   |   | X_F   | X_F   |  |                                       |  |   |  |  |            |   | X_F   |  |   |   | X_F   |
| Phoenix Revitalization Corporation - LISC Phoenix  |  |   |   |  | X_F   |   | X_F   | X_F   |  |                                       |  |   |  |  |            |   | X_F   |  |   |   | X_F   |
| PIRG - Arizona Community Foundation  |  |   |   | X_F: Human services  | X_F: Voting, Education, Healthcare  |   |   |   |  |                                       |  | X_F: Immigration  |  |  |            |   |   |  |   |   |   |
| P.O.P.S.I.C.L.E. Center - Social Venture Partners Arizona  |  |   |   | X_F  |   |   | X_F   |   |  |                                       |  |   |  |  |            |   |   |  |   |   |   |
| Primavera Foundation (Primavera) - Marguerite Casey Foundation   |  |   | X_F: Criminal justice, housing, education, jobs             |  |   |   | X_F: Criminal justice, housing, education, jobs   | X_F: Criminal justice, housing, education, jobs | X_F: Criminal justice, housing, education, jobs                                |                                       |  | X_F: Criminal justice, housing, education, jobs   | X_F: Criminal justice, housing, education, jobs            |  |            |   | X_F: Criminal justice, housing, education, jobs   | X_F: Criminal justice, housing, education, jobs                                |   |   |   |
| Rehoboth Community Development Corp - SLHI   |  |   |   |  |   | X_F   | X_F   | X_F   |  |                                       |  |   |  |  |            |   |   |  |   |   |   |
| Rodel Foundation - Social Venture Partners Arizona   |  |   |   | X_F  |   |   | X_F   |   |  |                                       |  | X_F   |  |  |            |   |   | X_F  |   |   |   |
| Scottsdale Prevention Institute (SPI) - SLHI   |  |   |   |  |   | X_F   | X_F   | X_F   |  |                                       |  |   |  |  |            |   |   |  |   |   |   |
| Si Se Puede - Social Venture Partners Arizona  |  |   |   |  | X_F   |   | X_F   |   |  |                                       |  |   |  |  |            |   |   |  |   |   |   |
| Social Venture Partners Arizona  | X_F: Partners, Investment Committee  |   | X_F: Social Innovation Fast Pitch (20 nonprofits)           |  | X_F: Educate Partners on issues, philanthropic issues, Day at the Capitol; Partners engaged in capacity building work of nonprofits we fund |   |   |   |  |                                       |  | X_F: Education sessions for Partners and Network  |  |  |            |   |   |  |   |   |   |
| Somos America Coalition  |  |   | E   |  |   |   | X   |   |  |                                       |  |   | E  |  |            |   |   |  |   |   |   |
| Southern Arizona Legal Aid - AZ Fndn for Legal Services and Education                                    |  | X_F: Voting participation barriers, Barriers to accessing justice |   | X_F: Voting participation barriers, Barriers to accessing justice  | X_F: Voting participation barriers, Barriers to accessing justice   |   |   |   |  |                                       |  |   |  |  |            |   |   | X_F: Voting participation barriers, Barriers to accessing justice              |   |   |   |

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|--|--|---|--|---|---|--------------------------------|--|---|----------------------|--|--|--|---|----------------|---|---|---|------------------|---|------------|------------|-----|
|  | Components of Policy Change:   |   |  |   |   |                                |  |   |                      |  |  |  |   |                |   |   |   |                  |   |            |            |     |
|  | Research and Analysis  | Polling   | Issue Framing and Messaging  | Convening   | Engaging Stakeholders   | Testing Alternative Approaches | Advocacy Capacity Development (Leadership training)                    | Coalition Building  | Community Organizing | Polling  | Message Refinement   | Public Education   | Education for Opinion Leaders and Policymakers              | Media Advocacy | Litigation  | Direct Lobbying of Legislators                              | Grassroots Lobbying                                   | Public Education | Capacity Development for Government Agencies                      | Monitoring | Evaluation |     |
| Sustainable Communities Working Group                                  |  |   | X_F  |   | X_F   |                                |  |   |                      |  |  | X_F  | X_F   |                |   |   |   |                  | X_F   |            |            |     |
| Sustainable Communities Working Group - LISC Phoenix                   |  |   | X_F  |   | X_F   |                                |  |   |                      |  |  | X_F  | X_F   |                |   |   |   |                  | X_F   |            |            |     |
| Teach for America - Northern Trust                                     | X_F  |   | X_F  | X_F   | X_F   |                                |  |   |                      |  |  | X_F  |   |                |   |   |   |                  |   |            |            |     |
| Teen Addiction Anonymous - Social Venture Partners Arizona             |  |   |  |   | X_F   |                                |  |   |                      |  |  |  |   |                |   |   |   |                  |   |            |            |     |
| Tohono O'odham Community Action (TOCA) - Marguerite Casey Foundation   |  |   |  |   | X_F: food justice, cultural preservation, health, education       |                                | X_F: Food justice, cultural preservation, health, education            | X_F: food justice, cultural preservation, health, education |                      |  | X_F: food justice, cultural preservation, health, education                      | X_F: food justice, cultural preservation, health, education                      |   |                |   |   |   |                  |   |            |            |     |
| Tonatierra (PUENTE) - Marguerite Casey Foundation                      |  |   | X_F: Immigration, human rights, jobs   |   |   |                                | X_F: Immigration, human rights, jobs                                   | X_F: Immigration, human rights, jobs                        |                      |  | X_F: Immigration, human rights, jobs   | X_F: Immigration, human rights, jobs   |   |                | X_F: Immigration, human rights, jobs                        | X_F: Immigration, human rights, jobs                        |   |                  |   |            |            |     |
| Tucson Indian Center (TIC) - Marguerite Casey Foundation               |  |   |  |   | X_F: Health, education, jobs                                      |                                | X_F: Health, education, jobs   | X_F: Health, education, jobs                                |                      |  | X_F: Health, education, jobs   | X_F: Health, education, jobs   |   |                |   |   |   |                  | X_F: Health, education, jobs                                      |            |            |     |
| Tucson Values Teachers - Rodel Charitable Foundation                   |  |   |  |   | X_F: Education  |                                |  |   |                      |  | X_F: Education   |  |   |                |   |   |   |                  |   |            |            |     |
| United Way - Northern Trust  | X_F  |   | X_F  | X_F   | X_F   |                                |  |   |                      |  |  | X_F  |   |                |   |   |   |                  |   |            |            |     |
| US-Mexico Border Philanthropy Partnership                              | E: Asset building and other anti-poverty strategies affecting border communities         |   | E: Asset building and other anti-poverty strategies affecting border communities |   |   |                                |  |   |                      | E: Asset building and other anti-poverty strategies affecting border communities | E: Asset building and other anti-poverty strategies affecting border communities | E: Asset building and other anti-poverty strategies affecting border communities |   |                |   |   |   |                  |   |            |            |     |
| Valle del Sol - Arizona Community Foundation                           | X_F: Immigration; Healthcare   | X_F: Voter participation  |  | X_F: Immigration; Healthcare; Human services                      | X_F: Voter participation  |                                | X_F: Leadership Institute (HLI)  | X_F: Human services   |                      | X_F: Human services  | X_F: Immigration   |  |   |                |   |   |   |                  | X_F: Voting participation barriers, Barriers to accessing justice |            |            |     |
| Valley Interfaith Project  | X_F: Education, Healthcare, Immigration, Workforce Training                              |   | X_F: Education, Healthcare, Immigration, Workforce Training                      | X_F: Education, Healthcare, Immigration, Workforce Training       | X_F: Education, Healthcare, Immigration, Workforce Training       |                                | X_F: Education, Healthcare, Immigration, Workforce Training            | X_F: Education, Healthcare, Immigration, Workforce Training |                      | X_F: Education, Healthcare, Immigration, Workforce Training                      | X_F: Education, Healthcare, Immigration, Workforce Training                      | X_F: Education, Healthcare, Immigration, Workforce Training                      | X_F: Education, Healthcare, Immigration, Workforce Training |                | X_F: Education, Healthcare, Immigration, Workforce Training | X_F: Education, Healthcare, Immigration, Workforce Training |   |                  |   |            |            |     |
| The Wellness Community - Northern Trust                                | X_F  |   | X_F  | X_F   | X_F   |                                |  |   |                      |  |  | X_F  |   |                |   |   |   |                  |   |            |            |     |
| Wesley Community Center - SLHI   |  |   |  |   |   | X_F                            |  |   |                      |  |  |  |   |                |   |   |   |                  |   |            |            |     |
| West Mesa CDC  |  |   |  |   | X_F   |                                |  |   |                      |  |  |  |   |                |   |   |   |                  |   |            |            |     |
| West Mesa CDC - LISC Phoenix   |  |   |  |   | X_F   |                                |  |   |                      |  |  |  |   |                |   |   |   |                  |   |            |            |     |
| William E. Morris Institute - AZ Fndn for Legal Services and Education | X_F  | X_F: Voting participation barriers, Barriers to accessing justice |  | X_F: Voting participation barriers, Barriers to accessing justice | X_F: Voting participation barriers, Barriers to accessing justice |                                |  |   |                      |  |  |  |   |                |   |   |   |                  | X_F: Voting participation barriers, Barriers to accessing justice | X_F        | X_F        | X_F |

\* Adapted from Holton, Ruth; CA Wellness Fdn 2004

| LEGEND:                      | AZ Fndn for Legal Services and Education | LISC - Phoenix | Marguerite Casey Foundation | Social Venture Partners | St. Luke's Health Initiatives | The Arizona Republic | The Steele Foundation | Virginia G. Piper Charitable Trust | Hickey Family Foundation | AARP | Northern Trust |
|------------------------------|--|----------------|-----------------------------|-------------------------|-------------------------------|----------------------|-----------------------|------------------------------------|--------------------------|------|----------------|
| Arizona Community Foundation |  |                |                             |                         |                               |                      |                       |                                    |                          |      |                |