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December 2002

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## BEATITUDES CAMPUS CREATES NEW MODEL FOR AGING SERVICES

*Community Issue:* More than 325,000 people over the age of 65 live in Maricopa County. By 2010 the number will have increased by 31%.

*Piper Strategy:* As the needs of older Americans change because of better health and longer, more active lives, the Trust supports programs that recognize these shifts and provide innovative services for the elderly.

For nearly four decades, the Beatitudes Campus retirement community has been home to thousands of men and women; its programs have assisted thousands more deal with the challenges of aging. Now, here come the Baby Boomers, and aging “ain’t what it used to be.”

The Beatitudes Campus was built in the 1960s, and is owned and operated by the Church of the Beatitudes, part of the United Church of Christ. A close-knit community of board, staff and volunteers strives to meet the spiritual, physical, social and emotional needs of campus residents, whose lifestyles range from independent living to full nursing care.

Faced with aging facilities, changing demographics and new legal requirements, the Beatitudes Campus board embarked on a two-year strategic planning process. They assessed their infrastructure, reflected on what the founders did to make a difference in the community and asked themselves ‘would we do the same thing today and in the future?’ They commissioned a national group to help in the planning process and enlisted the help of experts in the field of aging.

According to Peggy Mullan, president and CEO of The Beatitudes Campus, the \$500,000 challenge grant received from the Virginia G. Piper Charitable Trust supports the overall capital campaign. Piper Trust funding will help leverage additional contributions; overall, funds raised through the capital campaign will drive redevelopment and repositioning of the 39-year old Beatitudes campus. Repositioning is the key concept. “What we’re doing is much more ambitious than simply rebuilding our buildings. We are reengineering ourselves to meet the changing the needs of those we serve – our older population and their families.”

“It was all about the future, not just patching together today’s needs,” Mullan said, explaining in their Piper Trust grant application that they wanted to improve “our ability to serve the elderly and chronically ill in Central Phoenix and to remain a stabilizing influence in a neighborhood that has begun its own redevelopment over the past few years.”

What they learned during their interactive research – with residents, families, experts and the community – was that the needs of their residents have changed. In the 1960s, new Campus residents were in their mid-60s; now the average intake age is 87. To meet the needs of this changing demographic, the Beatitudes Campus will be mixing renovation of existing buildings with construction of new facilities to support a wider variety of programs and living options. In the plans are a new assisted living facility, including an expanded area for residents in the early stages of Alzheimer’s or dementia; and a new space for adult day care.



^ One of two medical towers on the Beatitudes campus.

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< Beatitudes campus pool is the site of daily low impact aerobic workouts.



<  
**Beatitudes**  
resident  
completes  
his daily  
workout  
supervised  
by on site  
physical  
therapist.

programs and living options. In the plans are a new assisted living facility, including an expanded area for residents in the early stages of Alzheimer's or dementia, and a new space for adult day care.

A major portion of the board's study focused on the needs of campus residents with advanced dementia and Alzheimer's disease. The needs of their families were an important consideration, too. Mullan explained that the Beatitudes board and staff were not interested in "warehousing." They wanted to create an upbeat environment in which residents' stress levels were lower and families' satisfaction levels were higher.

To accomplish this, they've changed both their physical and operational arrangements. Using a team approach, the leader of the Alzheimer's/advanced dementia unit is a social worker, not a medical practitioner, although medical personnel are key parts of the team. They have remodeled the area to provide important visual cues to help residents trigger their limited memories.

The center point of the Alzheimer's/dementia unit is The Parlor, a room decorated with furnishings and accoutrements from the 1930s and 1940s. In The Parlor, residents with diminishing memory capabilities can find comfort by sitting at an office desk – complete with manual adding machine and briefcase – to relive their pasts as teachers or executives. They can soothe a life-like baby doll in a rocking chair. They can sit at a vintage sewing machine and work the foot treadle. They can watch old sit-com videos on a wide-screen television. They can enjoy a meal with visiting family at a dining table set with dishes, flowers and a lace tablecloth.

Providing access to these important parts of their lives helps release the anxieties that Alzheimer's and dementia patients have, Mullan said. She added that patients' families are more satisfied when their loved ones have less stress and anxiety. The staff also ensures that families are continually informed on patient care and expectations, further reducing stress.

Piper Trust Program Officer Carol Kratz said the Trust was very interested in supporting Beatitudes' new model of providing more effective and sensitive services to what will be an increasing number of people with advanced dementia and Alzheimer's disease. "We were impressed with how the Beatitudes' board and staff analyzed changes in national and local demographics of the aging population and how they incorporated it into the design of their programs and facilities. We think they're creating significant new ways of providing services to Alzheimer's and dementia patients and their families."

As a tribute to one of its major benefactors whose gifts have encouraged and supported Arizona nonprofits providing services to seniors, the Beatitudes Campus will name its expanded Alzheimer's/dementia center The Virginia G. Piper Memory Center.

## FOUR FOUNDATIONS, ONE REPORT, AND THE MULTIPLE CHALLENGES FOR ARTS ORGANIZATIONS



Judy Jolley Mohraz  
President and CEO

What is the future of the arts in Arizona? What are the trends facing our arts organizations that are similar to national patterns and what elements are particular to a burgeoning young Sunbelt state? And how can arts organizations respond to the changing environment? These are the hard questions that consultant Adrian Ellis addressed in a report commissioned by four Arizona foundations: The Flinn Foundation; The J.W. Kieckhefer Foundation; the Margaret T. Morris Foundation; and The Virginia G. Piper Charitable Trust.

The report, which is available on the Piper website, is particularly important as cities across the nation report a “cold climate” for many arts organizations. Along with challenges such as changing leisure patterns of Americans and under funded growth in arts organizations’ programming there are Arizona specific issues. For example, How will all of the growth of suburban performing arts centers affect regional arts organizations located in downtown Phoenix? Are there new ways of thinking that both urban and suburban arts organizations should

consider? Are there alliances between urban groups and suburban facilities that could be forged?

The four Arizona Foundations don’t have the answers, but we do have the commitment to work with arts organizations and the public sector to develop effective responses and plans. Already representatives of the foundations are trying to determine what groups should be convened and what experts from across the country can share best practices with us. We frequently talk at Piper about wanting to be more than a grantmaker. Here, in concert with the other foundations, we hope to be a convener, a knowledge broker, and a catalyst for change.

We want to encourage not only arts groups but also the individuals leading or supporting nonprofits in other areas such as human services to study the report. Many of the observations apply far more broadly. Here are two statements from the report that could be mantras for every nonprofit:

*“The organizations that are most likely to thrive in this environment are those with the greatest clarity about the relationship between their mission, their programs and*

> Artist's rendition of the new Mesa Arts Center.



Many of the observations apply far more broadly. Here are two statements from the report that could be mantras for every nonprofit:

*“The organizations that are most likely to thrive in this environment are those with the greatest clarity about the relationship between their mission, their programs and the market in which they operate and that ensure that these are linked in a sustainable manner.”*

*“Rarely does ‘spontaneous’ unplanned growth have a positive impact on an organization’s capital structure. Planned growth in programming requires planned growth in financial resources.”*

In this cycle of grantmaking the Trust recognized the vitality of suburban arts with a \$500,000

grant to the spectacular new \$90 million Mesa Arts Center, and we applaud that community’s determination to build and, equally important, to provide ongoing funding to sustain the center. In this grant cycle, Piper also supported a long-standing regional arts organization, The Arizona Theatre Company, with a \$241,777 grant to implement part of its strategic plan related to marketing, audience development, and ticketing. Both grantees recognize the challenges facing the arts and have crafted plans that are strategic, creative and realistic. We look forward to watching them thrive in this most interesting time for the arts in this community and every community across the nation.

## GRANT ANNOUNCEMENTS



**Terrence R. Meersman**  
Executive Vice President and  
Director of Programs

What keeps program staff at The Virginia G. Piper Charitable Trust so busy? After all, how much time can it take to make grants to deserving agencies in the Valley? The reality is that staff members see their jobs as much more than getting grants out the door. Often they serve as an early point of contact for an agency that is trying to solve a problem in the community. Our staff members are regularly in touch with public officials and nonprofit leaders. Sharing information from such sources can sometimes help an agency trying to broaden its support in the community. It can also be helpful to nonprofits trying to find new ways of solving old problems, including creating partnerships.

We also spend considerable amounts of time developing strong projects in collaboration with Valley nonprofits. Examples from our recent grants include the Boys & Girls Clubs of Scottsdale, the Boys & Girls Clubs of Metropolitan Phoenix, and the Valley of the Sun YMCA. Each organization initially

came to the Trust for capital support for expansion and/or improvement of existing facilities. Some foundations might have made these grants and considered their work complete. Instead of taking that approach, we learned more about the organizations and about how they understood the problems facing children in the Valley. The Boys & Girls Clubs of Scottsdale reported that there is a significant gap in the leadership opportunities available to teens in the community. They have done something about that gap by developing the CLEAR (Career, Leadership, Education and Readiness) program. The Trust decided to support not only a portion of their capital need for new facilities but also part of the development of the CLEAR program throughout its branches. In this way, our staff will learn, along with the Boys & Girls Clubs of Scottsdale, more about how to make a positive difference in the lives of teens. We will be able to share that information with other agencies in the Valley. Trust staff went through a similar process of project development with the Boys & Girls Clubs of Metropolitan Phoenix, which resulted in a grant to build a teen center and support after-school and summer programs for teens in Phoenix.

The Valley of the Sun YMCA is another example of an agency that initially sought capital support. As we probed more deeply into what the agency needed to improve the

quality of its programs even as it expanded its physical facilities, we learned that the YMCA has a significant opportunity to improve its childcare services through an accreditation process. By investing in the programmatic improvements required to accredit its nine pre-school sites, the agency will improve the quality of the childcare and early education for families in the Valley.

Discussions with the YMCA and the Boys & Girls Clubs of Scottsdale and Metropolitan Phoenix took place over many months, with several site visits to

each agency, multiple meetings and several draft concept papers. These examples illustrate what we mean when we say that we want to be a catalyst, a source of intellectual capital as well as financial capital, and a learner in the community. It is the same spirit that Virginia G. Piper brought to her giving. She cared greatly about the organizations she supported. She knew their leaders. She followed their progress and took pride in their accomplishments. These are the values we as staff seek to emulate.



## GRANT RECIPIENTS

### Early Childhood

Total grants awarded in this area:  
\$1,399,872

#### Children's Action Alliance

www.azchildren.org  
6 Months/\$50,000  
To support a planning grant to determine the feasibility of creating a quality childcare rating system in Maricopa County.

#### Homeward Bound

(602) 263-7654  
18 Months/\$100,000  
To challenge individual donors to provide funding for children's services.

#### Maricopa Health Foundation

www.maricopa.gov/medcenter/foundation/mhf/  
9 Months/\$72,072

To support planning efforts to develop a model of healthcare delivery that integrates early childhood development practices.

#### New Arizona Family, Inc.

(602) 248-7864  
12 Months/\$77,800  
To implement a parenting curriculum for pregnant/parenting women in substance abuse treatment and to renovate a nursery.

#### Scottsdale Prevention Institute

(480) 443-3100  
24 Months/\$100,000  
To support Strengthening Families and Motherhead programs at the Paiute Neighborhood Center.

#### Valley of the Sun YMCA

www.valleymca.org  
48 Months/\$1,000,000  
To support the expansion of the childcare facilities and create a teen center at Scottsdale/Paradise Valley YMCA and to support an early education quality improvement project for all Valley branches.



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Phyllis Hinton assists a HomeBase Youth Services student using New Century Education Integrated Instruction System software.

## Youth

Total grants awarded in this area:  
\$1,932,317

### American Heart Association

www.americanheart.org  
12 Months /\$100,000  
To implement the CPR in Schools Program in 15 public schools in Maricopa County.

### Arizona Humane Society

www.azhumane.org  
12 Months/\$25,000  
To support the Stardust Equestrian Therapy Program, an alternative therapeutic opportunity for youth.

### Boys & Girls Clubs of Metropolitan Phoenix

www.bgclubs-phx.org  
48 Months/\$500,000  
To renovate the pool area of the Rosenzweig Branch into a teen center and support after-school and summer teen programming.

### Boys & Girls Clubs of Scottsdale

www.bgcs.org  
36 Months/\$750,000  
To support a capital campaign to build a new club in Fountain Hills and develop a leadership program that will be implemented valleywide.

### Phoenix Indian Center, Inc.

www.phxindcenter.org  
24 Months/\$60,000  
To support Project Infinity, a mentoring program for Native American youth.

### Recording for the Blind & Dyslexic

www.rfbd.org  
24 Months/\$109,805  
To support increased outreach efforts aimed at students with visual, physical or learning disabilities to help them succeed in school.

### Rocky Mountain Mutual Housing Association, Inc.

(Arizona Office)  
www.rmmha.org  
36 Months/\$252,179  
To support a Community Technology Center for children to gain computer training, tutoring, and life skills.

### Volunteer Center

www.volunteerphoenix.org  
36 Months/\$135,333  
To develop an improved approach to build the capacity of the volunteer management infrastructure in nonprofit organizations.

## Elderly

Total grants awarded in this area:  
\$220,000

### Good Shepherd Villa

www.good-sam.com/facilities.cfm  
36 Months/\$170,000  
To establish a "Wellness in Aging" program for residents and community members.

### Stardust Non-Profit Building Supplies, Inc.

www.stardustbuilding.org  
12 Months/\$50,000  
To support a project to increase the numbers of senior households provided with home repair and safety enhancements.

## Arts and Culture

Total grants awarded in this area:  
\$746,777

### Arizona Commission on the Arts

www.arizonaarts.org  
3 Months/\$5,000  
To support a forum focusing on coordinating ticketing services for arts organizations.

### Arizona Theatre Company

www.aztheatreco.org  
24 Months/\$241,777  
To support enhanced marketing, development and ticketing technology, including collaborative efforts with the Herberger Theater on ushering and expanded volunteer opportunities.

### Mesa Arts and Entertainment Alliance, Inc.

www.ci.mesa.az.us/parksrec/culturalmuseums/artscenter  
12 Months/\$500,000  
To support a capital campaign for a new Mesa Arts Center, a large public/private collaboration to create a complex for performing arts, galleries and outdoor spaces.

## Other

Total grants awarded in this area:  
\$1,010,000

### Human Services Campus, L.L.C.

www.maricopa.gov/fmd/Reports/HSCdoc020125.pdf  
36 Months /\$1,000,000  
To support a major community collaborative project to develop a multi-agency service delivery model for homeless and low-income people.

### St. Luke's Health Initiatives

www.slnhi.org  
12 Months /\$10,000  
To support a half-day workshop on civic engagement training.

## NONPROFIT BOARD MEMBER'S ROLE EXPLAINED IN TRUST-SPONSORED SEMINAR



Mary Jane Rynd  
Chief Financial Officer

“Where was the board?” is common coffee room talk these days, as errant corporations and nonprofits alike suffer the consequences of straying from their legal, fiscal and ethical policies and their responsibilities to their stakeholders.

To help community leaders who volunteer countless hours as members of boards of directors of the hundreds of nonprofit organizations in the Valley, The Virginia G. Piper Charitable Trust hosted two seminars this fall entitled “The Role of Nonprofit Board Members Today: What You Need to Know.” The seminars were co-hosted by CBIZ Miller Wagner, KPMG and Snell & Wilmer.

Mary Jane Rynd, Chief Financial Officer of the Piper Trust, and the late Virginia G. Piper’s personal Certified Public Accountant, developed the idea for the seminars based on her years of experience as a C.P.A., a board member of several for-profit and nonprofit organizations, and insights she has gained reviewing the steady stream

of grant applications local nonprofits submit to the Piper Trust.

“We at the Piper Trust want to be more than a grantmaking organization,” Rynd said. “We also want to share the intellectual capital of the Valley’s most talented professionals to help local nonprofits not only survive, but thrive.”

Over 400 nonprofit board members and executives attended the two seminars, gleaned practical and pertinent information about their legal, financial and ethical responsibilities. Presenters included Jon Cohen and Charlie Pulaski of the law firm Snell & Wilmer; Ron Stearns of the C.P.A. firm KPMG and Rob Leslie of the C.P.A. firm CBIZ Miller Wagner.

“We were very pleased to see that the audiences were particularly interested in the information about conflicts of interest and the ethical considerations of serving on a board,” Rynd said. “Through their questions to the speakers, as well as in their responses to the post-

seminar critique, also seemed to appreciate receiving information about the importance of having formalized internal control policies for the organization.”

“The more board members understand financial statements and internal controls, the better equipped they are to understand what’s really happening in their organization. Board members not only have the right, they have the obligation to see financials, and should insist on it.”

According to Rynd, seminar attendees are now equipped with these and other significant “take-away” concepts to help them become more responsible board members and feel more confident in their role:

- Arizona statutes and the Federal Internal Revenue Code are the key laws governing Valley nonprofit organizations.
- When trying to decide if there is a potential board member conflict of interest, the best interpretation is: if it might be, it is.
- Lobbying and political campaigning by a nonprofit could jeopardize its nonprofit status.
- If a particular fund-raising tool, such as a gift shop, becomes extremely profitable and doesn’t mesh with the nonprofit’s mission, there might be unfortunate tax consequences.
- Internal controls, both accounting and general, are extremely important.

- Certain services that have been contributed to the nonprofit should be reflected as both revenue and expense on the Statement of Activities, which is sometimes referred to as the Income Statement. This is good accounting practice, and creates a “history” of the cost of services used by the organization for future board members and executives.

- Board members should always read both the auditor’s opinion and the notes to the financial statements.

- Be sure to know how to read an auditor’s opinion. A “clean” opinion does not guarantee the organization is in a good financial position. It means the financial statements were presented fairly. They must still be read and interpreted.

Be sure to question why if an audit of the nonprofit’s financials was performed more than five or six months after the end of its fiscal year. Were there fiscal irregularities or poor record keeping, or was the decision made to save money by doing the audit in the auditing firm’s “off season?”

For further information on the seminars and their content, contact Mary Jane Rynd, Piper Trust CFO, 480-948-5853, or email [mjrynd@pipertrust.org](mailto:mjrynd@pipertrust.org). The slides presented at the Seminar are on the website ([www.pipertrust.org](http://www.pipertrust.org)).



## HOMEBASE YOUTH SERVICES' EDUCATION CENTER TOUCHES, TEACHES HOMELESS

*Community Issue:* More than 5000 youth in Maricopa County live on the streets.

*Piper Strategy:* The Trust invests in programs that go beyond crisis intervention and enable young people at risk to experience personal and academic progress.



A large banner greets all who enter the HomeBase Youth Services Center on McDowell Road – “What have you done today to get off the streets?”

Filling a much-needed gap in the continuum of care for the central Arizona homeless population, HomeBase Youth Services was founded in 1991 to address the growing needs of homeless and runaway youth. Its vision is that no youth sleeps on the street; its primary objective is to end homelessness among youth in Arizona. The organization provides the most comprehensive services to homeless and runaway youth ages 18-21 in Maricopa County.

Since inception, HomeBase has offered a three-phase approach to serving 18-21 year old homeless youth: street outreach, transitional living and independent living programs. According to HomeBase Youth Services Sr. Vice President of Programs Larry D. Green, Jr., the organization also offers prevention programs in area schools, helping youth deal with issues such as bullying, substance abuse and the desire to run away from their homes and problems.

The street outreach program served more than 2,400 youth last year, providing hygiene items, blankets, food and information about services available at the HomeBase Youth Services Outreach Center. HomeBase staff also learned from youth served by the street outreach program that they needed and wanted to improve themselves through education.

“The need for a learning center has been on our radar screen for years,” Green said. Using the Peter Drucker assessment method via Arizona State University’s Nonprofit Management Institute, they surveyed their clients – homeless youth ages 18-21 – and found a strong desire for continuing education, because a majority of clients do not have a high school diploma or equivalent. Once the need for a learning center was clearly identified, HomeBase Youth Services turned to the community for support, and received a \$75,000 grant from The Virginia G. Piper Charitable Trust earlier this year.

According to Piper Trust Program Officer Marilee Dal Pra, the Trust was impressed with HomeBase’s ability to fill a gap and provide a means to improve the academic skills of older homeless youth. “We also saw that their plans for an education center would help their clients get connected to HomeBase’s existing service delivery system, thus helping young adults get off the streets and out of unsafe environments.”

The Piper-funded HomeBase Learning Center opened September 9th with 12 individual computer stations using New Century Education Integrated Instruction System software. Phyllis Hinton, a seasoned teaching professional and director of the HomeBase Learning Center, explained that before receiving the computers they relied on the “little red schoolhouse model,” using printed workbooks and materials. Now, using the latest hardware and software technologies, she builds education programs based on the capability and learning level of each

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Student at  
HomeBase  
Learning  
Center  
utilizes new  
technology  
to attain his  
GED.



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New workstations allow students to drop in and proceed through individual programs to attain educational goals.

student. Programs are based on literacy enhancement and preparing students to earn their G.E.D. She also assists students with workplace preparation – writing resumes and learning basic computer skills that are required by an increasing number of entry-level jobs.

During its first month, the Learning Center averaged nine users a day – homeless youth dropping into the McDowell Road location – who begin the computer-based learning program, then return to resume where they last left off in their math, science, social studies and reading lessons. Kelly is a typical drop-in student. “I’m working on my GED,” she said. “The computer helps because it has lessons in pictures – much better than just a book.” According to Hinton, Kelly has shown significant progress in her first six weeks, raising her skill level from two to 25 points as documented in the computer-tracking program that is part of the software used in the Learning Center.

“Just the sign-up is a measure of success,” Hinton said. “That’s a very scary step. It takes a lot of courage to just come through our door.” Often, a homeless youth will come to the HomeBase Youth Services Outreach Center to get an identification card or use another service, see the Learning Center area, then come back and enroll in the program.

Dal Pra said the Piper Trust is very interested in the outcomes of the Learning Center, particularly how its methods lead to academic success and self-sufficiency among a population that is detached from mainstream education. “The Learning Center is also providing an interesting linkage between technology and traditional human touch service delivery for the homeless. The interactive feedback system built into Learning Center computers, which privately shows students how they are progressing, may help them break out of the failure syndrome and realize their first successes.”



## CHILDSPLAY TO ENHANCE AUDIENCE BASE THROUGH PIPER GRANT

*Community Issue:* A major challenge for arts organizations is deepening and expanding their audiences and reaching out to families and children.

*Piper Strategy:* The Trust offers support to arts organizations that understand the challenges of audience development and have made their outreach efforts part of larger strategic plans.

Childsplay, Arizona's only ensemble-based theatre company, enjoys a national reputation for excellence and strong presence in the local community. Despite its award-winning stature, Childsplay must constantly re-introduce itself to new audiences because attendees quite literally outgrow it.

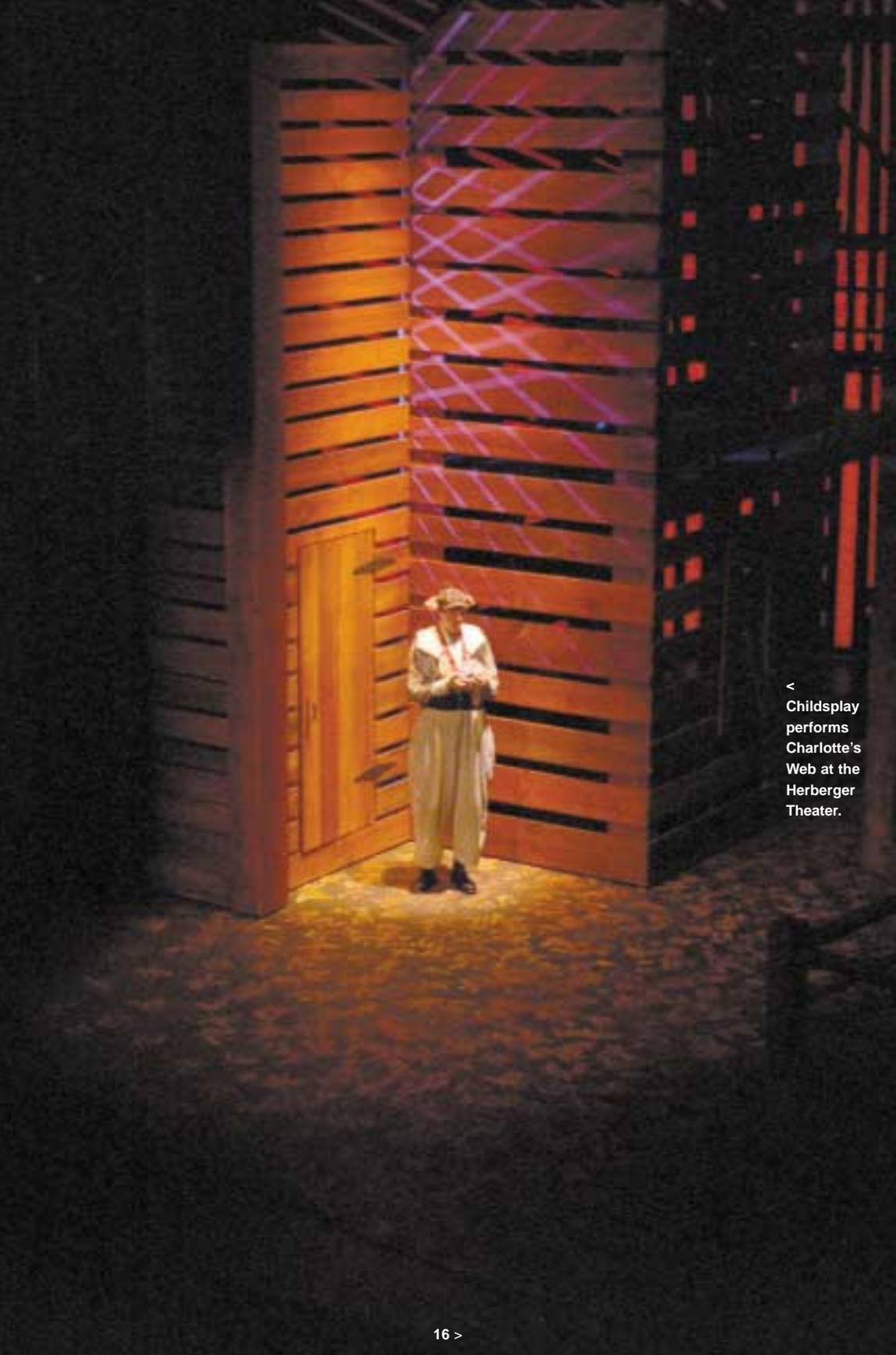
"One of the great philosophies of this company is that we've always believed young people in our community deserve the best – the best theatre, the best designs, the best directors, the best writers, the best actors in the community. We have a core group of associate artists that work for us year-round – they act, teach, direct, write plays and work out the vision of the company," Childsplay Managing Director Steve Martin said.

Now celebrating its 25th anniversary, Childsplay is reaching over 180,000 people a year...in 40 communities in Arizona and 70 different school systems encompassing some 250 schools. During a recent re-evaluation process, however, the organization realized there was a lot more out there – more schools, and more performance venues. Martin also identified two perennial challenges: the local community, in general, doesn't know what Childsplay is, and Childsplay loses 40 percent of its audience every year because "children grow up!"

Childsplay went to work identifying some solutions to its challenges. It realized it needed to reach additional audiences; to re-introduce the theatre to children, new parents, new grandparents, new teachers and a growing number of youth-oriented organizations; and to prepare for a move into a larger home at the planned Tempe Performing and Visual Arts Center. Childsplay turned to The Virginia G. Piper Charitable Trust; with the \$200,000 Piper Trust grant they received earlier this year, the theatre company has begun to implement marketing, audience development and donor development programs through new technology and imaginative relationship and communications programs.

According to Piper Trust Program Officer Carol Kratz, the Trust is committed to assisting local performing arts organizations strengthen infrastructure to further develop audience and community support.

"With the current or planned expansion of the number of arts venues in central Arizona, we're particularly interested in organizations who are doing research and mapping solutions to sustain and build audiences and donors," Kratz said. "Childsplay did a thorough needs assessment, using the National Arts Stabilization model, and created a viable strategic plan to grow the company before – not after – it moves into the new arts facility planned for Tempe."



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Childsplay  
performs  
Charlotte's  
Web at the  
Herberger  
Theater.

Martin praised the needs assessment process. “It helped us think ahead of ourselves.” The strategic plan they crafted as a result of completing the National Arts Stabilization program laid out a detailed program for Childsplay as it moves toward relocating to the new facility on Tempe Town Lake. During the planning process, they analyzed what their current resources were and what their needs would be for the new, larger facility. Once they saw what their income needed to be for the new location, the board and staff developed a plan to achieve that goal.

Piper Trust funding has helped them implement back-of-house programs and secure new computer equipment to become more efficient. They have



>  
Charlotte spins her web in a recent Childsplay production.

launched several new marketing initiatives, leveraging their dollars to add television and radio advertising, finding new sources of in-kind services like printing, and increasing their visibility in the news media by sending out timely performance information. Staff is also introducing new software to help track bookings and ticket sales as well as fundraising and donor activities. Childsplay will be starting an endowment program and launching a “Build the Balance Sheet” campaign.

While implementing their “behind the scenes” infrastructure, the performing company continues to delight audiences, young and old alike. “Charlotte’s Web,” performed in the Valley this fall,

was their biggest hit ever and their season ticket sales are at a record high. “We pick our plays based on their artistic merit,” Martin explained, “but if the play conveys a message, that’s good, too.”

Martin measures the success of Childsplay in several ways: when families are united and parents and children are challenged...when performances create arresting moments and facilitate discussion on serious issues like suicide, AIDS or bullying...when doors are opened for young people to other worlds and cultures.

Perhaps more poignantly, Martin says his best measure of success is a comment from parents: “We love you. When we leave the theatre, we have some of the most engaging conversations with our children that we don’t normally have, and it’s because of Childsplay.”

**2003 Piper Fellows Announced**

Two nonprofit executives will be awarded fellowships to enable them to more effectively lead their organizations. Janice Ertl, Clinic Director, St. Vincent de Paul Free Medical and Virginia G. Piper Dental Clinic, will spend six weeks studying Spanish because 80% of the clinics' patients are monolingual Spanish. Two weeks of her sabbatical will include a Spanish immersion program for health professionals in Cuernavaca, Mexico.

Chris Tompkins, Executive Director of Foundation for Blind Children, will visit model programs in eight cities related to blind and visually impaired children and also attend the National Advanced Leadership Training Program.

opportunity for Trust staff to answer specific questions and allow for an informal exchange of information.

The workshops are held on the first Wednesday of each month from 10 am to noon at the Trust office. Because space is limited, r.s.v.p. at least one week prior to each session to [loyen@pipertrust.org](mailto:loyen@pipertrust.org).

**Public Information Sessions**

In an effort to provide opportunities for organizations to learn about the Trust's grantmaking process, we began holding monthly workshops in September. These meetings are designed as initial introductions to organizations that have not had prior contact with the Trust. The Trust's program staff present information about the programs we fund, the types of organizations we support and our application process. Because seating is limited to 20 people per session, they provide an

**Welcome to our New, Improved Website**

Click on our website [www.pipertrust.org](http://www.pipertrust.org) and see the new design and access information about our grantmaking. In concert with Rhino Internet Solutions, Inc., Lenora Carey Johanson has designed the website to make grant searches easy and also to offer an on-line documentary of Virginia G. Piper.

The Search Grants tool enables visitors to retrieve grant information and sort results by date, amount, initiative and organization name.



## ABOUT THE TRUST



### Virginia G. Piper

The Virginia G. Piper Charitable Trust was established through the philanthropy of Virginia G. Piper, a long time Paradise Valley resident and widow of Paul V. Galvin, founder of Motorola. After her marriage to Kenneth M. Piper in 1969, she supported Arizona organizations committed to children, elderly, healthcare and medical research, education, arts and culture, and religion. Following her death on June 14th, 1999, the trustees determined that the Trust will continue Mrs. Piper's legacy by making grants to nonprofit organizations in these six areas whose work enhances the lives of people in Arizona, primarily in Maricopa County.

The Trust has chosen four initiatives for its early years of grantmaking. They include early childhood, youth, elderly, and arts and culture.

### Trustees

James D. Bruner  
Paul N. Critchfield  
Arthur W. DeCabooter  
Laura R. Grafman

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Evaluation Associate  
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