



Creating The Arizona We Want

Center for the Future of Arizona
Impact Report | 2021

CENTER
FOR THE FUTURE OF
ARIZONA





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From Our President & CEO



Dear Friends,

I am excited to share the enclosed annual report of the Center for the Future of Arizona (CFA) with you. I am proud to say that CFA has risen to the challenges of the times and delivered on our commitment to build common ground and bring Arizonans together to create a stronger and brighter future for our state. Against all odds, this last year has been the most productive and impactful of our nearly twenty-year history.

Our most notable and actionable milestone – nearly two years in the making and which provides the foundation for all of CFA’s work – was designing, conducting, analyzing, and releasing the latest Gallup Arizona Survey findings and the related report, *The Arizona We Want: The Decade Ahead*, which queried Arizonans about what matters most to them in building a strong future. We held up a mirror to Arizona and helped change how we see ourselves and, in the process, created space for positive change. This investigation uncovered a fundamental truth – that, as Arizonans, we agree on much more than we disagree, an important message in a time in which so many would have us believe we are divided. We are sharing this message with communities and leaders across the state, mobilizing action to create The Arizona We Want.

Central to any bright future for Arizona are the core building blocks of education, workforce, and civic engagement. These are the critical areas on which CFA is focused in our role as a “do tank” and in making our contributions to achieving The Arizona We Want. Over this past year, we’ve partnered with education, nonprofit, business, and civic leaders to grow our impact across the state. As you will read in this report, our work has touched thousands of lives and helped alter the future course of Arizona. Throughout it all, CFA staff, partners, and supporters surmounted new challenges, leveraged new opportunities, and achieved positive results.

The importance of working together has never been clearer. Our futures are interconnected, and we must be innovative in our thinking and open in our hearts if we hope to succeed in driving our state forward. CFA cannot do this work alone, and I am thankful to our partners across the state who work every day on behalf of Arizonans. And to others who have been inspired by our positive message of coming together for the good of Arizona.

The last year has strengthened CFA’s ability to inspire and mobilize our leaders and community into action. With your continued collaboration, we will continue to bring Arizonans together and succeed in building a stronger and brighter future for our state and The Arizona We Want - together.

Thank you for all that you do for Arizona and our communities.

A handwritten signature in black ink, appearing to read "Sybil Francis". The signature is fluid and cursive, with a long horizontal line extending to the right.

Sybil Francis, Ph.D.
President & CEO

About Us

We listen to Arizonans to learn what matters most to them, share trusted data about how Arizona is doing in those priority areas, bring critical issues to public attention, and work with communities and leaders to solve public problems.

All of our work is to ensure that the public values we share are realized for all Arizonans by shaping and advancing The Arizona We Want.



We work across the full spectrum of essential issues areas and have deep and ongoing engagement in education, workforce development, and civic health, recognizing how critical these are to a bright and prosperous future for our state.

Mission

The Center for the Future of Arizona (CFA) is a nonprofit, nonpartisan organization that brings Arizonans together to create a stronger and brighter future for our state.

Vision

Achieve The Arizona We Want, where all Arizonans, now and in the future, thrive and enjoy sustained prosperity, unmatched quality of life, and real opportunity.

Our Work

CFA is helping lead the way to a stronger and brighter future for our state. All of our work is to ensure that the public values we share are realized for all Arizonans by shaping and advancing The Arizona We Want.

The Arizona We Want

CFA created The Arizona We Want, a shared vision of success around what matters most to Arizonans that expresses their highest aspirations and hopes for the future. It comprises the Shared Public Values Arizonans have identified in our research and was most recently updated following our 2020 Gallup Arizona Survey.

CFA's priority is to bring people together to create The Arizona We Want, a brighter and stronger future for our state. To do this, we find positive and collaborative ways to address and respond to challenges. The Arizona Progress Meters were created to measure how Arizona is doing and our collective progress in areas critical to achieving The Arizona We Want.

The Arizona We Want

CFA conducted our second decennial Gallup Arizona Survey from August to October 2020, which built and expanded upon the original 2009 Gallup Arizona Survey and refreshed our understanding of The Arizona We Want, Arizonans' vision and ideals for the future. It is the most comprehensive and representative survey of its kind in the state:

- Delivered to over 29,000 households and conducted in English and Spanish via mail and web.
- Findings reflect responses from over 3,500 Arizona residents – an especially large sample size to be statistically accurate for different regions of the state and demographic groups– from across rural and urban geographies, and all ages, incomes, ethnicities.



We learned that Arizonans agree on more than we disagree and overwhelmingly support seven Shared Public Values and 42 actions to drive our state forward.

In April 2021, we proudly released the groundbreaking report, *The Arizona We Want: The Decade Ahead*, which provides the basis for regional and statewide action to drive Arizona forward. It includes critical data and valuable insights from the Gallup Arizona Survey. We learned that Arizonans agree on more than we disagree and overwhelmingly support seven Shared Public Values and 42 actions to drive our state forward. These provide a shared action agenda for coming together and building The Arizona We Want.

To bring this vision across the state and mobilize private and public sectors to act on the findings, the report was launched at a virtual event in April 2021 with over 1,200 Arizona leaders in attendance. CFA staff have since been sharing the findings across the state through

- strategic communications campaigns including op-eds by Dr. Sybil Francis, social media, and email marketing,
- sponsored community events and conversations,
- meetings and presentations for leaders and organizations across the state and all industries,
- and establishing our Communities at the Center initiative to spark community-driven dialogue and solution-building that uses the information for real action.

This is just the beginning of catalyzing this vision into reality, momentum is building with each effort, and much more is on the horizon. Together, we can make The Arizona We Want.

Our Shared Public Values

Defined by where 70 percent or more of Arizonans across the vast expanse of the state, in cities, towns, and rural communities, across age, race and ethnicity, education, and political affiliations overwhelmingly agree in the latest Gallup Arizona Survey. This set of Shared Public Values comprises The Arizona We Want.

- 1. Education:** a highly educated and skilled population
- 2. Health and Well-Being:** affordable healthcare that covers pre-existing conditions and provides accessible mental health services
- 3. Jobs and Economic Opportunity:** good-paying jobs and the education and training needed for all Arizonans to fully participate in a vibrant economy
- 4. Environment and Sustainable Future:** sustainable practices that protect our air, land, and water and support a high quality of life for all
- 5. Civic Engagement and Leadership:** civic engagement that solves problems and democracy that works for all
- 6. Fair, Just, and Equitable Systems:** fair, just, and equitable treatment of all people
- 7. Immigration Reform:** comprehensive immigration reform, including a pathway to citizenship and support for "DREAMers"

Learn more at arizonafuture.org/actionagenda.

CFA developed the **Arizona Progress Meters** as a tool for policymakers, business leaders, civic leaders, educators, and others across the state to understand **how Arizona is doing** across key sectors important to our collective future.

Arizona Progress Meters : Data for Action

With over 80 metrics and 140,000 data points, Arizona Progress Meters provide trusted information, report and measure progress, help frame conversations, and prompt action towards achieving The Arizona We Want. Learn more at arizonafuture.org/progressmeters.



Jobs



Education



Health and Well-Being



Natural Resources



Infrastructure



Civic Participation



Connected Communities



Young Talent



“In a rapidly growing region like Pinal County, there are always many competing priorities. The Arizona Progress Meters give us focus, connection to state data, and the ability to take action towards The Arizona We Want.”

—Rona Curphy, Chair, Pinal Alliance for Economic Growth

Our Arizona Progress Meters measure movement towards achieving The Arizona We Want. We know that what gets measured gets done, and trusted data are critical to making informed decisions during challenging times. **CFA has continued and expanded our work to refresh, measure, and report on the Arizona Progress Meters:**

- We launched the **Young Talent Progress Meter** in the Fall of 2020, which marked the culmination of 18 months of engagement with young professionals across Arizona. Comprised of 13 indicators, it represents the critical concerns of our talented young people—making progress on these issues will help retain our skilled workforce in the years to come.
- We enhanced the **Arizona Education Progress Meter** at the end of 2020 to include community-level data for smaller rural communities and communities of color. Through a new data-sharing agreement with the Arizona Department of Education, CFA used a complete data set for analysis while ensuring final reporting maintained confidentiality.
- To improve the **visualization and accessibility of the Arizona Progress Meter data**, CFA invested in and implemented Domo, a cloud-based data analysis and visualization platform, in early 2021. The tool enables automated analysis of data, assists with ensuring the integrity of the Arizona Progress Meters, and provides data access and visualization features that will enhance the utility of the information among the community.
- **CFA's Community Conversations** around Arizona Progress Meters continued and evolved to help leaders identify priorities through data-driven dialogue and support community-led action towards The Arizona We Want.

Year In Review: Highlights Of Impact



Our Programs and Initiatives

- Arizona Civic Life Partnership
- Arizona Pathways to Prosperity
- Arizona Personalized Learning Network
- Beat the Odds School Leadership Academy
- Communities at the Center
- Gabe Zimmerman Public Service Awards
- Greater Phoenix Workforce Leadership Academy
- Move On When Ready
- RetailWorks AZ
- School Participatory Budgeting in Arizona

Learn more about each of our programs and how to get involved at arizonafuture.org/programs.

Our national partners include: The Aspen Institute, Corporation for Skilled Workforce, FSG, Gallup, Generation, KnowledgeWorks, National Center for Education and the Economy, National Conference on Citizenship, National Fund for Workforce Solutions, National Immigration Forum, National Skills Coalition, Harvard Graduate School of Education, Jobs for the Future, SRI International, and Walmart.

“Through the Virtual Externship with Arizona Pathways to Prosperity, I may have tripled my knowledge on how I can help prepare my students for life after high school. Hearing from so many experts in their respective fields and collaborating with teachers from all levels across the state provided many tools to share with the students in our communities. This was an amazing experience, and I would recommend this to ALL teachers.”

—James Kuzniak, Teacher,
Yuma Union High School

CFA’s ongoing statewide efforts in education, workforce, and civic engagement have been instrumental for many years in tackling complex issues critical to Arizona’s future – with a focus on equitable improvements and innovations across the education system, building civic leaders and fostering civic engagement, and working with institutions and employers on new models of career advancement.

Our programs in these areas realized significant expansion in the last year, ultimately increasing our ability to affect change at the systems level throughout the state.

Working to Solve Public Problems with Communities and Leaders While Facing COVID-19

CFA, our partners, and all Arizonans have adapted multiple times over in response to the coronavirus pandemic. Last year was a particular test of our resilience. We were heartened to see the desire for our programs and initiatives to continue, even amid the pandemic, because of the long-term value and support these efforts provide so many in our state.

It has been mission-critical for CFA to evolve how we deliver programs and meet the needs of our communities. We launched initiatives in response to the changing landscape and successfully took on intensive shifts to provide programs virtually. In doing so, not only did our efforts continue, but they were able to expand to support more Arizonans:

“The School Participatory Budgeting program is an opportunity for kids to learn how to organize a large school event, the importance of the democratic process, that students’ voices do matter, and how to create a process for change.”

–Tony Elmer, Principal,
Carson Junior High School

Arizona Pathways to Prosperity (APTP) impacted 50,000+ students in early college pathways at 40+ middle and high school partners in Greater Phoenix, Southern Arizona, and Yuma. Key programmatic developments included **Virtual Externships for educators and Virtual Internships for students, and digitizing the Possible Futures Career Exploration curriculum** thanks to pandemic-relief funding. By digitizing the curriculum, we can reach many more students with quality career exploration, which is critical to ensuring they are engaged and connected to college and career opportunities.

We launched the inaugural **Greater Phoenix Workforce Leadership Academy in collaboration with the Aspen Institute Economic Opportunities Program** - joining a nationwide network re-imagining and sustaining workforce strategies to better serve workers’ and businesses’ needs. In this 10-month

professional learning fellowship, 24 leaders from across the state began developing long-term sustainable solutions to local workforce challenges, including improving job quality and increasing diversity in the workplace.

CFA and the Center for Civic Leadership at the Flinn Foundation together established the **Arizona Civic Life Partnership** to strengthen civic education, build civic leaders, and increase collective capacity to solve problems throughout the state.

Beat the Odds School Leadership Academy, which provided more than 345+ principals and school system leaders across 52 school districts with executive leadership training that helps them create better quality schools and improve student outcomes, **expanded with increased investment from the**

Office of the Governor and is now serving seven Arizona counties and impacting 130,000+ students.

CFA significantly advanced learner-centered education through policy and practice, including developing a policy brief that supported the passage of HB2862 that allows schools to move beyond the confines of “seat time” and adopt new models for teaching and learning. CFA helped shape the policy by illuminating the flexibilities schools need to meet the needs of each student. We provided training and support to 150+ school leaders committed to personalizing learning, impacting 85,000+ students through our **Arizona Personalized Learning Network**. We received a \$2 million investment from the Office of the Governor to expand this vital work.

Our cumulative impact by the numbers grew to:

330,000+
students served

14,700+
teachers trained

650+
education leaders trained

160+
communities engaged across the state

75+
business and industry partners engaged

Year In Review: Highlights Of Impact



Jay Davies



Nathan Torres



Dr. Sophina
Manheimer
Calderon



Heath Vescovi-
Chiordi



Bo Dul

Our annual **Gabe Zimmerman Public Service Awards** honor the memory of Gabrielle Giffords' community outreach director, who gave his life while serving the citizens of Arizona. The 2021 recognitions were presented at the Arizona City/County Management Association Summer Conference in Tucson.

Community Builder Award, Large City/Town: Jay Davies, Chief of Staff for the City Manager's Office/ Interim Public Works Director, City of Peoria

Community Builder Award, Small City/Town: Nathan Torres, Director of Parks and Recreation, City of Goodyear

Community Builder Award, Small City/Town: Dr. Sophina Manheimer Calderon, Deputy Chief of Staff, Tuba City Regional Health Care Corporation

Emerging Leader Award: Heath Vescovi-Chiordi, Assistant to the Town Manager, Town of Marana

Civic Leader Award: Bo Dul, State Elections Director, Arizona Secretary of State's Office



Our ability to bring about awareness, effect change, and ultimately deliver on our mission begins from the inside out.

Internal Capacity Building

We continue to prioritize increasing the effectiveness and sustainability of CFA. Amid exciting growth and many changes, a few key developments have bolstered our foundation to carry out our work effectively and authentically pursue our mission:

- People are our most important asset. We identified new ways to stay connected, build organizational culture, and support the overall well-being of staff amid the pandemic.
- We invested in tools and resources which ensured teams made full use of remote arrangements and telecommuting to continue their vital work without disruption.
- Our efforts to build inclusivity and diversity into every aspect of our work continued. Over several months, and with the facilitation of a trusted partner, the entire CFA staff collectively engaged in racial-equity training and articulated and documented CFA values and behaviors guiding our work alongside our mission and vision.
- In March 2021, CFA launched a complete website redesign. The award-winning website was a culmination of a CFA brand refresh that further utilizes the graphic artwork of designer Terry Moody to bring The Arizona We Want to life visually.



Jill Harrison



Carmen Heredia



Katosha Nakai

- The CFA Board of Directors expanded with three new members. We were honored to welcome **Jill Harrison**, **Carmen Heredia** with Valle del Sol, and **Katosha Nakai, Esq.**, with Tribal Policy People, LLC, and Strickland & Strickland and grateful for the dynamic knowledge and experience they bring.



- As CFA continues to grow in ambitions and impact, **Amanda Burke, Ed.D.**, was promoted to Executive Vice President to help lead CFA to even greater success. We were also fortunate to make several additional critical promotions and new position hires in the last year.

Financial Report 2021 Fiscal Year

Financial Report

Statement of Financial Position (as of June 30, 2021)

Assets

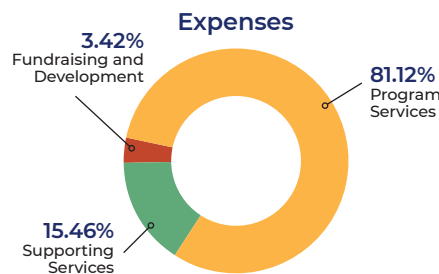
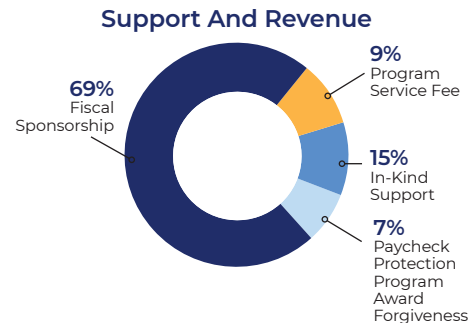
Cash	\$1,323,329
Accounts Receivable	\$742,661
Promises to Give	\$245,000
Prepaid Expenses	\$461,152
Property and Equipment, net	\$29,740
Total Assets	\$2,801,882

Liabilities

Accounts Payable and Accrued Expenses	\$208,931
Deferred Revenue	\$724,181
Refundable Advance - Paycheck Protection Program Award	\$435,365
Total Liabilities	\$1,368,477

Net Assets (Fund Balance)

Without Donor Restrictions	\$1,172,959
With Donor Restrictions	\$260,446
Total Liabilities And Net Assets	\$2,801,882



Statement of Activities

Support And Revenue

		w/ donor restriction	total
Fiscal Sponsorship	\$269,695	\$4,088,817	\$4,358,512
Program Service Fee	\$562,735	\$0	\$562,735
In-Kind Support	\$329,651	\$646,621	\$976,272
Other Income	\$1,904	\$0	\$1,904
Paycheck Protection Program Award Forgiveness	\$418,600	\$0	\$418,600
Net Assets Released from Restrictions	\$4,897,498	(\$4,897,498)	\$0
Total Revenue	\$6,480,083	(\$162,060)	\$6,318,023

Expenses

Program Services	\$4,777,696	\$0	\$4,777,696
Supporting Services	\$910,857	\$0	\$910,857
Fundraising and Development	\$201,320	\$0	\$201,320
Total Expenses	\$5,889,873	\$0	\$5,889,873

Change In Net Assets	\$590,210	(\$162,060)	\$428,150
Net Assets, Beginning of Year	\$582,749	\$422,506	\$1,005,255
Net Assets, End of Year	\$1,172,959	\$260,446	\$1,433,405

Help Create The Arizona We Want



How You Can Support CFA

Want to join the movement to achieve The Arizona We Want? There are many ways to partner with CFA.

Invest in our work

When you donate, you're supporting solutions to Arizona's most pressing challenges. Your contribution is more than charity; it's an investment in the future of our state that will make a difference through our research, collaborative partnerships, and programs.

Request a speaker

Our experts are available to share data, engage in deeper discussions about how our research and programs apply to your community or organization and discuss our vision for Arizona's future.

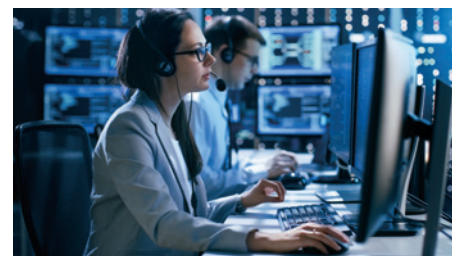
Discuss research/data

Work with CFA to dive deeper into our data, partner with us on future research initiatives, or host community conversations to strategize and spark action.

Participate in initiatives

From making a positive impact in your local schools or communities to creating statewide systems change, you can get involved in our initiatives to make a positive impact across Arizona.

Learn more and get started at arizonafuture.org/partner.



Donors

Reflects gifts made July 1, 2020 - June 30, 2021

Special Thanks to Our Donors

Many thanks to our generous supporters for their investment in Arizona.

Visionary

(\$1 million and above)

Arizona GEAR UP
Office of the Arizona Governor

Innovators

(\$100,000-\$999,999)

Arizona State University
Leo and Annette Beus
Helios Education Foundation
JPMorgan Chase Foundation
Maricopa County Industrial Development Authority
Sharon Dupont McCord
U.S. Department of Education
Virginia G. Piper Charitable Trust
Walmart

Bright Future

(\$50,000-\$99,999)

Arizona Developmental Disabilities Planning Council
Blue Cross Blue Shield of Arizona
Garcia Family Foundation
The Kemper and Ethel Marley Foundation
Salt River Project

Empower

(\$25,000-\$49,999)

The Aspen Institute
Burton Family Foundation
Salt River Pima-Maricopa Indian Community
Gary and Diane Tooker
Vitalyst Health Foundation
Michael and Cynthia Watts

Champions

(\$10,000-\$24,999)

AAA Arizona
Bank of America
Chicanos Por La Causa
Flinn Foundation
John and Kathleen Graham
McCarthy Building Companies, Inc.
Sonora Quest Laboratories
State of Black Arizona
Union Pacific Foundation
University of Phoenix
Valley of the Sun United Way
Wells Fargo
Zovio

Friends

(\$100 - \$9,999)

A for Arizona
Albertsons Companies Foundation
American Philanthropic
Arizona Board of Regents
ASU Alumni Association
Arizona K12 Center
Lon and Ellen Babby
Jim and Melanie Baca
Steve and Kelly Bassett
Betsey Bayless
Sharon Brady
John Case
Jose Cardenas
Lattie and Elva Coor
Sybil Francis and Michael Crow
Judith Davila
George Dean and Dr. Eula Dean
Amanda Burke and Cody Deike
Philip Edlund
Fiesta Bowl Charities
First Things First
Philip and Juanita Francis
Fry's Food Stores
Adam Goodman

Goodmans Interior Structures
Greater Phoenix Chamber of Commerce
Greater Phoenix Leadership
Greater Yuma Economic Development Corporation
Jill Harrison and David Johns
Bill and Julie Lavidge
LISC Phoenix
Local First Arizona
Magellan Complete Care of Arizona
Maricopa Community Colleges
Dr. Robert James McGregor and The Honorable Ruth McGregor
Erin McKee
Microsoft
The Nature Conservancy of Arizona
Northern Arizona Council of Governments
Russ and Mac Perlich
PetSmart
PHX East Valley Partnership
Pinal County
Bill and Mary Kay Post
Robert Raygoza
The Rodel Foundation of Arizona
Sagewood Institute of Lifelong Learning
Ron and Vickie Shoopman
Margarita Silva
Don and Dorothea Smith
Evelyn Casuga and Jerry Stabley
Stand for Children Leadership Center
Tribal Policy People
U.S. Bank
Valle del Sol
Community Health
Valley Leadership
WESTMARC

Board of Directors

Lattie F. Coor, Ph.D.

Chairman & Founding Director,
Center for the Future of Arizona

George Dean

Secretary/Treasurer,
Center for the Future of Arizona
President and CEO,
Greater Phoenix Urban League

José A. Cárdenas

Office of the General Counsel,
Arizona State University

Sybil Francis, Ph.D.

President & CEO,
Center for the Future of Arizona

Jill Harrison

General Counsel, Medical
Products Division W. L. Gore
& Associates, Inc. (Ret.)

Carmen Heredia

CEO, Valle del Sol

Paul J. Luna

President and CEO,
Helios Education Foundation

Ruth McGregor

Former Chief Justice,
Arizona Supreme Court

Katosha Nakai

Founder and CEO,
Tribal Policy People, LLC Attorney,
Strickland & Strickland, P.C.

Bill Post

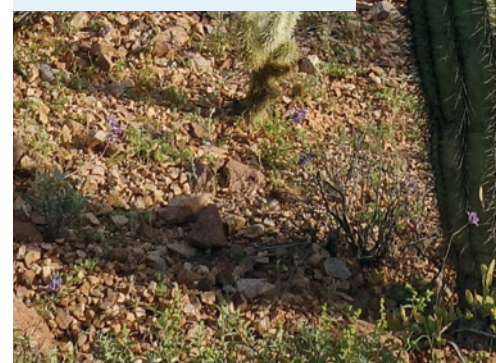
Chairman and CEO,
Pinnacle West Capital Corp
(Ret.)

Ronald E. Shoopman

Director of Innovation and
Special Projects, Southern
Arizona Leadership Council

Don Smith

President and CEO
CopperPoint Mutual (Ret.)







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