

The Arizona We Want: A Guide for Using Data to Drive Community-Led Action



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Background

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. A future where all Arizonans, now and in the future, thrive and enjoy sustained prosperity, unmatched quality of life, and real opportunity. All of CFA's work is to ensure that the public values we share are realized for all Arizonans by shaping and advancing The Arizona We Want.

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. 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 prosperous future for our state.

The Arizona We Want is 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 with the esteemed Gallup organization, and was most recently updated following our 2020 Gallup Arizona Survey. The Arizona Progress Meters – measurement tools based on trusted data – were created to measure how Arizona is doing and our collective progress in areas critical to achieving The Arizona We Want.

CFA's priority is to catalyze informed action from data and research to create The Arizona We Want. Powerful change can happen when we listen and understand the assets and priorities of a community and engage in long-term partnerships that advance creative solutions. More connected communities are more economically resilient, individuals who participate in civic life have greater access to opportunity and well-being, and policies are more responsive when community members are engaged.

About This Guide

This guide is provided by CFA's Communities at the Center initiative (CAC). CAC partners with communities to build civic capacity while defining key issues, identifying priorities, and advancing solutions to address the issues of greatest importance to them.

CAC's partners and strategic projects have included:

- **Utilizing Arizona Progress Meters and Gallup Arizona Survey findings as Tools for Regional Planning:** Working with organizations including the Northern Arizona Council of Governments, Pinal County, Southeastern Arizona Government Organization, and more, CFA equips communities to use the Arizona Progress Meters, data-based tools to advance long-term planning responsive to Arizonans' priorities.
- **Engaging Communities in Data-Driven Dialogue and Action Planning:** Working with organizations including the State of Black Arizona, Blue Cross Blue Shield of Arizona, Solari (formerly Crisis Response Network), Vitalyst Health Foundation, and others, CFA engages communities in dialogue and action planning around key challenges and opportunities that emerge through use of the Arizona Progress Meters. These engagements include developing reports and publications, facilitating data-based dialogue, establishing common priorities, and surfacing opportunities for further action.
- **Equipping Young People with Tools to Lead Community Change:** CFA launched DemocraSeed in partnership with Arizona State University's Public Service Academy in 2016. CFA now partners with organizations engaged in civic learning and civic leadership to use design thinking and the Arizona Progress Meters for public problem-solving that increases civic engagement and community connectedness.

This toolkit brings together resources and lessons learned through the implementation of the above strategies. It is designed to equip and empower community leaders and organizations with data and best practices to advance The Arizona We Want. **The guide is organized by three sequential phases:**

1. Phase One: Data-Driven Dialogue
2. Phase Two: Community-Led Action
3. Phase Three: Sustainability and Measuring Progress

The phases are presented sequentially to inform planning and process for civic capacity-building efforts; however, this work is often non-linear and more cyclical in practice. As such, we encourage continued evaluation and reflection as you move through each phase to help determine if and when it might be necessary to revisit a previous step. In each phase, you will find:

- **Key ingredients** to consider for creating sustainable, community-led solutions.
- **Resources** designed to facilitate community-led, data-driven decision-making, from CFA and cross-sector organizations.
- **Illustrations of the work** through the experiences of a community-based civic capacity-building project in Douglas, Arizona.

Phase One: Data-Driven Dialogue

The best way to understand how Arizonans view their community and our state — and what they want for the future — is to ask them. [CFA's Gallup Arizona Project](#) provides unique understanding of the priorities of Arizonans and the basis for regional and statewide action to drive Arizona forward.

In 2009, CFA partnered with the Gallup organization to create the first-of-its-kind decennial Gallup Arizona Survey to better understand what matters most to Arizonans across a broad set of issues – and what they wanted for the future. From this work, CFA created The Arizona We Want, a shared vision of success coupled with an actionable statewide agenda broadly embraced by communities and leaders. In 2020, CFA conducted a second decennial Gallup Arizona Survey, which deepened our understanding of The Arizona We Want, Arizonans' vision and ideals for the future. This project identifies what matters most to Arizonans across a broad set of critical issues, provides data to guide policy making and action, and mobilizes communities and leaders around Arizonans' shared priorities.

In addition to the data insights provided by the Gallup Arizona Survey, the Arizona Progress Meters serve as key data to assess community need and impact across the shared priorities of our communities including high-quality education for all children, access to good jobs, healthy communities, and opportunities to meaningfully participate in civic life. They are a dynamic set of tools to measure the priorities Arizonans have identified as critically important to the future of the state. The metrics or indicators of progress for each Arizona Progress Meter Topic were carefully considered and included based on meeting the following criteria: easily understandable; supported by publicly available, trusted, and regularly updated data; and useful as a guidepost for assessing policy and practice.

The 80+ metrics in the eight Arizona Progress Meters are designed to encourage the evaluation of state, county, and local conditions, and to compare outcomes by subgroups including race and ethnicity, educational attainment, income, geography (i.e. urban, suburban, rural) and other key demographics as available. With web-based tools including interactive data and downloadable topical profiles, community leaders can access and use trusted facts to identify key concerns and build an action-oriented agenda to create a stronger and brighter future.

Using the data from the Arizona Progress Meters and the latest Gallup Arizona Survey, CFA partners with stakeholders on Community Conversations designed to:

- Engage in dialogue around our identity as Arizonans and the aspirations we all hold for the future of our state.
- Gain an understanding of the priorities that exist in the community, what's missing, and how we might elevate these issues to a statewide level of discussion.
- Introduce a set of fact-based tools with vetted and reliable data that can help frame conversations, drive action, and measure progress.
- Identify areas of opportunity for partnership to support local community goals, such as providing localized data, planning tools, relationships, or other support.

Key Ingredients

In partnering on data-driven dialogue in over 50 communities statewide, CFA has emphasized the following key ingredients for recommended expansion and use by others.

- **Asset-Based** – Taking an asset-based approach to community development is core to this work. While data can spotlight challenges and disparities, it can also lift up opportunities, strengths and assets to build upon. Taking stock of current partners, initiatives, and context before jumping to solution building is key. Resources in the Asset-Based Community Development and Empathy-Based Design Thinking fields can be instrumental:
 - » [Learn more about this practice through the Asset Based Community Development Institute](#)
 - » [K12Labs Empathy Activity Planner](#)
 - » [Stanford D School Design Project Guide](#)
 - » [Stanford D School Design Thinking Process Mini Guide](#)
- **Iterative Process** – The Community Conversations are a tool to both introduce the [Shared Public Values](#) and priorities of Arizonans and how we are doing on these issues today, as well as hear what resonates with a community today, what is surprising, and what might be missing. Tools such as facilitated discussion, pre- and post-polling and consensus-building can help identify key community priorities responsive to context and driven by the data. This continuous cycle of sharing and listening allows us to stay in tune with The Arizona We Want and what it means to communities today:
 - » [Community Conversations Template Presentation](#) (includes Polls and Sample Questions)
 - » [Gallup Arizona Survey Findings Template Presentation](#)
 - » [Post-Conversation Survey](#) to provide feedback and inform next steps
 - » [Data Profile Reports](#) on each of the eight Arizona Progress Meters
- **Cross-Cutting** – A key feature of The Arizona We Want framework is its holistic approach to the broad array of issues that support high quality of life, prosperity, and opportunity for all. Relatedly, effective community engagement should bring together stakeholders from different sectors and with varying issue interests and priorities. In doing so, we can identify areas where a particular issue of focus for a community can align with and, in fact, bolster related outcomes and generate wider and greater impact coalitions.
 - » [The Arizona We Want Wheel Worksheet](#)
 - » [Read about the Collective Impact approach](#)

ILLUSTRATIONS OF THE WORK

Health & Well-Being in Douglas, Arizona:

Part One – Exploring the Underlying Conditions of Substance Use Disorder

In partnership with Blue Cross Blue Shield of Arizona (BCBSAZ) and Solari (formerly Crisis Response Network), CFA led a civic capacity project designed to address underlying and societal factors of substance use disorder and build healthier communities in Douglas, Arizona. This partnership stemmed from the BCBSAZ Mobilize AZ project which funds programs and applied research that support recovery from opioid and substance use disorder and reduce overdose-related deaths in Arizona.

CFA began this work by engaging with local leaders and partners through data-informed dialogue and deliberation and identifying opportunities for further action to build healthier communities. This included working closely with a lead partner in substance use recovery work in the community, Solari, to jointly coordinate stakeholder engagement, outreach strategies, and evaluation tools. This effort aligned with the Solari organization's role in delivering a mobile medically assisted treatment (MAT) clinic to the community on a monthly basis.

CFA also took a cross-sector approach by initiating interviews and conversations with the City of Douglas Manager, Police Chief, Expect More Arizona Douglas Regional Council, Arizona Regional Economic Development Foundation, and others to explore current conditions impacting health and well-being, with a focus on substance use.

CFA then developed data for a community-level profile report to inform action planning and outreach strategies. Using the local profile feature of The Arizona We Want Progress Meters, CFA pulled together a set of data focused on key issues within Cochise County broadly and Douglas specifically.

With this background work and relationship development underway, CFA launched a Community Conversation to bring together cross-sector leaders and introduce reliable data that can help frame conversations, gain an understanding of the priorities that exist in the community, and identify opportunities for action. The session engaged leaders representing organizations including the City of Douglas, Cochise Addiction Recovery Partnership (CARP), Expect More Arizona Regional Council members, leaders of local nonprofits including St. Vincent de Paul, and other community perspectives. The first session achieved the following objectives:

- Introduced CFA, The Arizona We Want, and the Arizona Progress Meters
- Gained an understanding of issues of concern and community priorities
- Framed discussion and identify alignment with community concerns using Arizona Progress Meter data
- Surfaced opportunities for the next session, including input on additional stakeholders to engage, priorities to address, and potential assets and resources to elevate in further discussion

Phase Two: Community-Led Action

Following Community Conversations and based on the opportunities identified through the process, CFA works to support and engage partners to move forward on their priorities. To accomplish this, CFA draws upon expertise, tools, relationships, and partnerships in the community and economic development, described in more detail below. This assistance and coaching include one or more of the following strategies:

- Identifying and delivering key data that can be tailored to meet local community needs and priorities—though local data can be hard to find, larger geographies can often still portray relevant trends at the community level. Using findings from the latest Gallup Arizona Survey and Arizona Progress Meter online dashboards and downloadable Data Profile Reports, residents can reflect upon whether the data matches their lived experience, and use it to help identify assets and challenges.
- Supporting local and regional planning projects, integrating solutions into existing or necessary activities where possible. Taking action is the ultimate goal of these engagements so the priority is identifying existing, ongoing and/or expected projects in which actions can be embedded and can ensure progress is made toward achieving the goals.
- Leveraging relationships and partnerships with organizations and agencies at state, regional, and national levels for greater impact. Once the goals have been set and integrated into plans and the community is organized around priority actions, it is easier to identify funding and other resources to help support implementation.

Key Ingredients

- **User-Centered Design** – Probing into the problem through different perspectives in addition to data is crucial. Research and field interviews of community members are the basis of exploring its impact on the community and potential roadblocks and opportunities.
 - » [Stakeholder and Problem Tree Facilitation Guide](#)
 - » [Problem Tree Analysis Worksheet](#)
- **Imaginative Solution-Building** – By deploying elements of design-thinking with a cross-cutting approach, breakthrough approaches can be defined. There are many resources and tools for community-centered and community-led impact which can be invaluable to this process.
 - » [Lead Local: The Big Shift](#)
 - » [Stanford D School Ideate Mixtape](#)
 - » [The Community Toolbox](#)
- **Silo-Breaking Approaches** – Organizations are oftentimes doing related work separate from one another and are not always aware of other similar efforts of fellow organizations or resources currently available in the community. A well-organized coalition can tap into collaborative opportunities by ensuring that there is a diverse

set of representatives at the table from many sectors whom all share clearly identified objectives and goals. One great model for this approach takes place in the K-12 education setting and is led by the organization School Connect. They emphasize the importance of mutually reinforcing and asset-based approaches to partnerships.

» Learn more about the [School Connect model for community engagement](#)

ILLUSTRATIONS OF THE WORK

Health & Well-Being in Douglas, Arizona: Part Two – The Cochise Addiction and Recovery Partnership

Building upon the Community Conversation, CFA continued to develop relationships with key partners, including the City of Douglas Police Chief, University of Arizona Cooperative Extension Building Healthy Communities Initiative, Arizona Regional Economic Development Foundation, and others. This extensive stakeholder engagement allowed CFA to better understand current efforts underway working to address underlying conditions of substance use and to explore alignment with CFA.

This process led to a deeper understanding of the role of the Cochise Addiction Recovery Partnership (CARP) committee which was preparing to revitalize strategic planning efforts and identify gaps and assets in implementation that would impact current conditions of health and well-being, focusing on substance use. Through our engagement with the City of Douglas Police Chief, who leads the CARP committee, CFA learned that the committee had partnered with a regional community organization, Amistades, to develop a strategic plan in 2019. Amistades is a non-profit Latino community development organization committed to providing culturally responsive services, advocacy for social justice, and community empowerment and is an active member of the CARP committee. The comprehensive strategic plan which had engaged key stakeholders in the community positioned the CARP committee to activate their collective strengths and work cohesively toward shared objectives. Unfortunately, the unprecedented COVID-19 pandemic took hold of communities across the globe just as the strategic plan was approved by the committee for implementation. Through the engagement process outlined above, CFA was able to identify an opportunity to support revitalizing this effort in early 2021.

Phase Three:

Sustainability and Measuring Progress

The final phase consists of longer-term partnerships around the tools and strategies referenced above. It also involves developing a monitoring and evaluation plan that will position community partners to track, sustain, and increase impact over time.

In the short and intermediate-term, the types of measurable outcomes from this process might include:

- Build civic capacity at the community level through data-driven dialogue and deliberation, measured by surveys and interviews that mirror the Civic Participation and Connected Communities Progress Meter indicators.
- Develop and deliver more responsive data tailored to meet local community needs, measured by the number of metrics, data sources, and data tools provided through the project.
- Improved individual and community prosperity, measured by the range of broader issues explored and elevated through the engagement process (e.g., broadband access, high-quality education, affordable housing, transportation).
- Create enhanced cross-sector collaboration at the community level for greater impact with neighboring communities and regional organizations with the same or similar goals measured by community leader surveys, resources obtained, and projects implemented.
- Build a foundation for longer-term success as measured by community/regional/statewide resources and external partners aligned to achieve local goals.

In the long-term, the Arizona Progress Meters can measure success by benchmarking and tracking impact on key indicators over time.

Key Ingredients

- **Community-Driven Reflection** – Returning to listening and engaging community stakeholders in reflection and evaluation can help ensure authentic analysis of strengths and gaps, as well as increase buy-in for long-term impact.
 - » [Participatory Action Research \(PAR\)](#) – *PAR is a methodology in which community participants collaborate with researchers to examine and solve a social problem. Youth Participatory Action Research (YPAR) expands on this foundation and equips young people with the critical inquiry, research, and leadership skills to analyze social processes and problems that affect them and create transformational action plans for systemic change.*
- **Long-Term Sustainability** – Organizing a solution roadmap that details short-term, mid-term, and long-term goals of the project can help catalyze long-term buy-in and action.
 - » [Lever for Theory of Change Resources](#)

- **Measuring Progress** – Ultimately, the success of this effort will be measured by progress on the community’s shared priorities as benchmarked in the Arizona Progress Meters. These metrics include data in key quality of life indicators across Jobs, Infrastructure, Civic Participation, Connected Communities, Health & Wellbeing, Young Talent, Natural Resources, and Education.
 - » [Arizona Progress Meters](#) – On the CFA website, review each Arizona Progress Meter, its related indicators, and download Data Profiles which provide a “snapshot in time” of the data collected from all 15 counties and demographic subgroups.

ILLUSTRATIONS OF THE WORK

Health & Well-Being in Douglas, Arizona: Part Three – Sustainability and Evaluation

In order to support long-term planning and sustainability of the effort, CFA became engaged in facilitating a three-part strategic planning session with the CARP committee to activate a comprehensive plan for substance use reduction and prevention, increasing access to care, improving availability of Medical Assisted Treatment (MAT), and reducing overdose deaths in the region. Key partners engaged include the City of Douglas Police Chief, University of Arizona Cooperative Extension Building Healthy Communities Initiative, Cochise County Health Department, Amistades, Arizona Complete Health, Caring Connections, Chiricahua Community Health Centers, Inc, City of Bisbee Police Chief, Community Health Associates, Solari, Douglas Unified School District, HOPE, Cochise County School Superintendent Office, Sonoran Prevention Works, and Wilcox Against Substance Abuse.

The CARP plan identified the following key objectives and strategies for a regional approach to substance use prevention:

- **Objective 1:** Decrease the availability of opioids in the community
 - Strategy 1: Increase prescriber education
 - Strategy 2: Increase community knowledge and utilization of methods for safe storage and disposal of opioids
- **Objective 2:** Increase community knowledge of the risks, effects, and consequences of opioid use
 - Strategy 1: Implement media campaign to increase community knowledge about the risks of opioid use
 - Strategy 2: Implement evidence-based education trainings on the risks of opioid use
- **Objective 3:** Increase community knowledge and utilization of naloxone and overdose prevention
 - Strategy 1: Increase community knowledge of and access to naloxone

- **Objective 4:** Increase access to Opioid Use Disorder (OUD)/Medical Assisted Treatment (MAT)
 - Strategy 1: Implement an OUD/MAT stigma reduction campaign
 - Strategy 2: Increase the number of active/practicing data-waivered MAT providers
 - Strategy 3: Decrease transportation and financial barriers to accessing OUD/MAT and mental health services
 - Strategy 4: Increase community knowledge and utilization of available OUD/MAT resources
- **Objective 5:** Increase access to recovery supports and after-care services
 - Strategy 1: Increase the number of certified peer support specialists
 - Strategy 2: Increase access to app-based and virtual recovery community options for after-care services

Key Outcomes of the Douglas Civic Capacity-building Process

- Reenergized the community and substance-use prevention organizations around a collective vision of success and shared priorities.
- Developed cross-cutting objectives and strategies to advance community and individual health and well-being.
- Identified “Responsible Party” organizations for each strategy who will adjust and monitor the timeline, lead subcommittee meetings in order implement identified activities, and measure progress toward short, intermediate, and long-term outcomes.
- Realized greater alignment and cohesion among organizations throughout Cochise County, including Douglas, Arizona.

Conclusion

To achieve The Arizona We Want, we need the talents, voices, and contributions of all Arizonans working alongside our leaders to ensure we make our shared priorities a reality. CFA hopes this guide serves as a resource to advance data and community-driven dialogue and action to generate sustainable solutions.

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