

CENTER
FOR THE FUTURE OF
ARIZONA



BUILDING
Arizona's
Bright Future
TOGETHER





"Our work goes beyond imagining a bright future for Arizona; it's about working alongside Arizonans to build that future with determination and partnership."

-Dr. Sybil Francis,
Chair, President & CEO,
Center for the Future of Arizona



Center for the Future of Arizona (CFA) was born from a love for Arizona and a desire to help our state succeed.

For more than two decades, CFA has stood as a beacon of innovation and progress, uniquely positioned to focus on the greater good of the state. We work to ensure that the shared aspirations of Arizonans are not only heard but acted upon. Our impact is a testament to what is possible when Arizonans come together. Today, we stand at a pivotal moment, seizing the opportunity to significantly accelerate our efforts to ensure that every Arizonan can enjoy sustained prosperity, unmatched quality of life, and real opportunity.

Our mission—to bring Arizonans together to create a stronger and brighter future for our state—is more than a statement; it's a promise. A promise to lead with a vision that

sees beyond today's challenges to tomorrow's successes. From our inception, we have catalyzed positive transformation for Arizona, championing the voices of the people who live here and fostering collaboration to address our state's most pressing issues.

The bedrock of all our work is

The Arizona We Want—a shared vision for our state's success. Informed by close listening to Arizonans and extensive survey research, The Arizona We Want serves as our north star, inspiring us to come together for the good of our state. Comprised of Arizona's seven Shared Public Values, this shared vision identifies the areas where 70% or more of Arizonans overwhelmingly agree on what is important for



our state's future: Education; Health and Well-Being; Jobs and Economic Opportunity; Environment and Sustainable Future; Civic Engagement and Leadership; Fair, Just, and Equitable Systems; and Immigration Reform.

Our organizational values guide our unique approach, making CFA a difference-maker for Arizona. From the beginning, we've placed Arizonans at the center of our efforts, ensuring that their voices and collective wisdom remain our compass. Steadfastly committed to accurate and reliable information, CFA has become a trusted resource for the state with an unparalleled ability to cut through the noise. We are dedicated to translating insights into action, mobilizing resources, and ensuring that empowering information leads to outcomes that benefit all Arizonans. Our big-picture thinking and dedication to forging collaboration in all we do enhance our impact in building The Arizona We Want.

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To propel our mission forward, we are proud to launch CFA's first-ever multi-year fundraising campaign, *Building Arizona's Bright Future Together*. We aim to raise \$7 million in private contributions over the next three years. This ambitious campaign is designed to leverage our successes, inspire increased collaboration, and drive exponentially more positive change across Arizona. We will expand our capacity to innovate, partner, and guide meaningful progress toward The Arizona We Want through your support.

Unlock Arizona's Potential with CFA

The Time for Accelerated Progress

There's a remarkable consensus among Arizonans regarding the priorities for our state's future –The Arizona We Want– yet translating our shared priorities into actionable policies and practices remains a challenge the state must overcome. Arizona is at a pivotal moment. The challenges we face today– in areas such as water, education, and economic resilience– are not just obstacles but opportunities to define our future. This decisive phase in our state's history calls for action that is bold and strategic, driven by a commitment to Arizona's shared interests.

CFA's mission has never been more critical. With twenty years of impactful work, the momentum built is significant—and there is more to accomplish. Our *Building Arizona's Bright Future Together* campaign will mobilize resources and energize Arizonans across all sectors—business, government, non-profit, education, philanthropy, and beyond.

Strategic Transformation

CFA was established on a simple yet profound truth: we are stronger when we come together around shared interests and a vision for our future. Our extensive research shows that Arizonans agree more than we disagree on the most important issues facing our state. This understanding forms the bedrock of our strategy, guiding CFA's efforts to influence public dialogue and policy discussions, engage communities, and drive impactful action focused on shared priorities.

CFA's distinct approach transcends traditional boundaries, leveraging pioneering survey research to center the voices of Arizonans and guide strategic action. Our initiatives forge extraordinary collaboration and take on paradigm-shifting possibilities in education, workforce development, and civic health.

To accelerate CFA's impact, we will expand and grow our efforts, broadening awareness and engaging more leaders and communities in the pursuit of Arizona's Shared Public Values. Together, we can close the gaps between where we are and where we aspire to be, ensuring that every Arizonan thrives.

An Investment in Arizona's Future

You're actively shaping the state's trajectory by joining forces with CFA. Wherever your passion lies, whether it be in education, health care, civic health—or other critical areas important to Arizona's future—your investment is an opportunity to align individual support with a larger strategy to build The Arizona We Want. Together, we can unlock tomorrow's potential. **Join us in *Building Arizona's Bright Future Together*.**



Campaign Goals

With the goal of raising \$7 million in philanthropic support, *Building Arizona's Bright Future Together* is an invitation for every Arizonan to contribute to realizing The Arizona We Want. This campaign is designed to foster widespread advancement of Arizona's Shared Public Values by accelerating CFA's statewide efforts to achieve the following goals:

- 1 Empower Arizonans** Through Survey Research and Communication **\$ 2.7 million**
Champion the voices and Shared Public Values of Arizonans and ensure these aspirations lead to tangible impact in driving the state's future.
- 2 Equip Leaders** With Trusted Data and Support **\$ 1.6 million**
Provide leaders across all sectors with trusted data and support necessary for informed decision-making and guiding the state towards The Arizona We Want.
- 3 Unleash Possibilities** Through Innovative Solutions **\$ 2.7 million**
Lead innovative solutions in education, workforce development, and civic health, addressing today's needs and tomorrow's opportunities to achieve The Arizona We Want.

Building Arizona's Bright Future Together Campaign Total \$ 7 million



1 Empower Arizonans INVESTMENT: \$2.7 Million

Champion the voices and Shared Public Values of Arizonans and ensure these aspirations lead to tangible impact in driving the state's future.

Expected Outcome

The shared aspirations of Arizonans are guiding meaningful public dialogues, leading to innovative solutions and more connectedness in our communities. Together, we're ensuring a positive legacy and forward momentum for Arizona.

Our Strategy

The voices of Arizonans should be the driving force that advances Arizona's future. In a world brimming with change, where the only constant is the rapid pace of our collective evolution, the need to remain attuned to the voices of Arizonans becomes ever more critical. A commitment to focusing on our areas of agreement is not merely strategic—it's essential. It builds the foundation for action and solution-building, transforming hope into tangible outcomes. It's about more than just hearing; it's about deeply understanding and placing our Shared Public Values at the center of Arizona's journey forward. Through this lens, CFA bridges divides, creates deeper understanding, and fosters greater connections between people and communities. It's how we pave the way for a future that truly reflects the aspirations of all who call Arizona home.

CFA will extend the capacity, frequency, and reach of our trusted survey research and strategic communications efforts to have an even greater impact in shaping the conversation among media and leaders, engage more people, and build a consistent and impactful presence in the public dialogue.

Listening to Arizonans through Survey Research

\$550,000

CFA's survey research—including the well-known Gallup Arizona Survey and Arizona Voters' Agenda initiatives—serves as the basis for understanding and championing the voices of Arizonans. We rigorously explore the views and priorities of the people who live across the vast expanse of the state. We capture a comprehensive understanding of what matters most and highlight areas of agreement, offering a powerful counter to the narrative of division and polarization. This work is critical for guiding all our initiatives and energizing action toward The Arizona We Want.

Amplifying our Shared Vision through Marketing & Communications

\$2,150,000

A robust marketing and communications strategy is critical to achieving The Arizona We Want and ensuring a deep understanding of our Shared Public Values. Elevating the facts that show Arizonans are more united than divided, these efforts build awareness, inspire shifts in perspective, and mobilize leaders and communities. Employing a multi-channel method focusing on key audiences— including media, legislators, and leaders across corporate, nonprofit, and government sectors— we raise Arizona's Shared Public Values into the community consciousness, drive engagement, and inspire actions aligned with The Arizona We Want.



2 Equip Leaders

INVESTMENT: \$1.6 Million

Provide leaders across all sectors with trusted data and support necessary for informed decision-making and guiding the state towards The Arizona We Want.

Expected Outcome

Arizona ushers in a new era of leadership marked by strategic, visionary decision-making that resonates with the priorities of its people. Reliable data, collaborative action, and a steadfast commitment to shared interests drive the state forward. Actions rooted in Arizona's seven Shared Public Values become the norm, with leaders at local, regional, and state levels clearly advancing The Arizona We Want.

Our Strategy

In Arizona's journey toward a brighter future, the compass that guides us is informed and decisive leadership across all sectors. Our state is navigating complexities that demand a clear understanding of where we stand and where we need to focus our collective energies and resources for the greatest impact. CFA's commitment to providing this clarity comes to life through our survey research, Arizona Progress Meters, and strategic community engagements. These offer a clear view of Arizona's progress, highlighting the areas where solutions are most urgently needed and ensuring that a deep alignment with our Shared Public Values guides decisions toward The Arizona We Want.

CFA has achieved remarkable success in engaging leaders and communities. We will build upon our success through regular optimization of our data tools, enhancing our outreach efforts, proactively pursuing exponentially more briefings and strategic convenings, and expanding our array of project support for partners and communities.

Measuring Progress Toward The Arizona We Want

\$790,000

The Arizona Progress Meters are cutting-edge, publicly accessible online data tools that complement CFA's survey research by measuring progress on Arizonans' shared priorities. We provide Arizona with essential resources to make impactful decisions by continuously updating the latest data for the Arizona Progress Meters, optimizing their functionality, and helping leaders learn how to effectively utilize them to assess needs and ideas at statewide and community levels.

Informing State and Local Leaders

\$450,000

CFA supports Arizona's leaders—from policymakers and business executives to educators and community advocates—with the insights to craft solutions that resonate deeply with their communities. Our direct engagement with leaders across the state—through strategic convenings, policy discussions, and advisement—translates complex data into understanding and helps them develop clear priorities and actionable strategies. This approach fosters a culture of informed decision-making, enabling leaders to steer their communities and spheres of influence closer to realizing The Arizona We Want.

Supporting Data-Driven Community Collaborations

\$360,000

CFA goes beyond disseminating research and data by convening and facilitating community conversations and custom consultative projects across Arizona. We work closely with organizations and leaders to address specific community-level challenges and co-create strategic plans and promising solutions. We facilitate discussions and constructive problem-solving using our survey research and Arizona Progress Meters data. These efforts foster data-driven, responsive, and forward-thinking decisions focused on Arizonans' priorities.



3 **Unleash Possibilities** INVESTMENT: \$2.7 Million

Lead innovative solutions in education, workforce development, and civic health, addressing today's needs and tomorrow's opportunities to achieve The Arizona We Want.

Expected Outcome

Arizona becomes a beacon of success for Shared Public Values, where excellence in education, workforce agility, and vibrant civic health drive long-term prosperity. More Arizonans are achieving their fullest potential, contributing to a robust economy, and feeling connected to a community that values active participation in shaping its destiny.

Our Strategy

CFA's work goes beyond envisioning a bright future; we're actively constructing it through initiatives in education, workforce development, and civic health –core areas that are integral to the state's prosperity and directly aligned with the priorities of Arizonans. We leverage research and community collaboration to target unmet needs and turn ideas into actionable solutions. This drive for lasting systemic change is fueled by our commitment to improving outcomes, pushing us to challenge convention and champion new, impactful directions. In other words, we don't just adapt to change; we aim to be its architects, advancing forward-thinking innovation and leading the way in navigating the complexities that come with it.

Our pioneering efforts are already transforming Arizona, and it's clear that there's more to do. To deepen our impact and expand our reach, we will enhance our capacity to challenge the status quo, design, explore, and research additional systems-level solutions, scale successful initiatives, and amplify proven strategies and practices for the benefit of the entire state.

Lead Innovative Initiatives

\$2,700,000

Advancing Educational Transformation

A thriving education system is foundational to Arizona's prosperity. CFA spearheads efforts to build an educational landscape where every child's success is not just an aspiration but a reality. Our initiatives prepare great school leaders, support students' success in advancing to post-secondary education and into fulfilling careers, and help educators reimagine what learning looks like. We anticipate significant strides in closing achievement gaps, boosting educational attainment, and developing Arizona's highly educated and skilled population.

Fostering a Competitive and Agile Workforce

A competitive workforce is the cornerstone of economic prosperity in a continually evolving world. CFA's workforce initiatives are helping Arizona build dynamic regional economies and a resilient workforce system that improves job quality and economic mobility, ensures businesses have the talent they need to succeed, and helps workers develop skills that will benefit them throughout their careers. We're helping position Arizona as a model of innovation and opportunity and ensuring all Arizonans can fully participate in a vibrant economy.

Strengthening Civic Health and Thriving Communities

Civic health is the heartbeat of our democracy and the foundation of our collective well-being. CFA is strengthening our ability as Arizonans to define and address public problems and contribute to our communities. Our groundbreaking initiatives are developing the next generation of civic leaders, putting people at the center of problem-solving, and creating a framework for cultivating communities that are connected, engaged, and resilient in the face of challenges. Our efforts foster environments where every voice is heard, and all Arizonans are empowered to solve public problems and shape the state's future.





COMMUNITY INVESTMENT:

THE FOUNDATION OF

Arizona's Bright Future

Arizona's future belongs to all of us.

As we look ahead, the path to achieving The Arizona We Want is clear, but it requires the support, dedication, and strategic investment of our entire community. The progress CFA has made over the past two decades has set the stage for even more significant achievements. With the momentum we've built and the immense opportunities within our Shared Public Values, it is time to accelerate our efforts.

Building Arizona's Bright Future Together is an invitation to be part of a community-wide movement. Your investment is a statement of belief in Arizona's potential and a commitment to actualizing the shared vision that guides CFA. It's an opportunity to channel your passions—whether they lie in countering polarization and division, fostering educational opportunities, advancing sustainable practices, promoting economic growth, or enhancing civic participation—into impactful actions that benefit the entire state.

Join us in this transformative journey to build Arizona's bright future, ensuring that the state we love thrives for generations. Together, we can turn our aspirations into a lasting legacy of prosperity for all Arizonans.

Invest in Arizona's Bright Future

We invite you to make a three-year commitment to *Building Arizona's Bright Future Together*. To make a pledge or request a meeting or additional information, please visit arizonafuture.org/brightfuture or contact us at invest@arizonafuture.org.





CFA is a 501(c)(3) nonprofit organization. Your charitable gift to this campaign is tax-deductible, as allowable by law.

JOIN THE MOVEMENT TO
Shape Arizona's Future

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