



Creating The Arizona We Want

Center for the Future of Arizona
Impact Report | 2024



Center for the Future of Arizona (CFA) is a nonprofit, nonpartisan “do-tank” that brings Arizonans together to create a stronger and brighter future for our state. Through survey research & reports, Arizona Progress Meters, and impact initiatives & programs, CFA **listens to Arizonans** to learn what matters most, **shares trusted data** about how Arizona is doing in those priority areas, **brings critical issues** to public attention, and works with communities and leaders to **solve public problems**.

Mission

Bringing 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.

Values

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**.

- Equity
- Inclusion
- Guided by What Matters to Arizonans
- Collaboration
- Impact
- Innovation
- Joy in the Journey

From Our Chair, President & CEO**Dear Friends,**

What moves Arizona forward—today and always—is the strength of our aspirations and shared public values that bring us together. Center for the Future of Arizona (CFA), has spent over 20 years listening to Arizonans, identifying common ground, and turning vision into action. One thing remains clear: Arizonans agree on much more than they disagree. Across backgrounds, communities, and experiences, people want the same things—not only for themselves but for all Arizonans. A strong education system, good jobs, a healthy environment, fair and just systems, vibrant communities, and a responsive, effective democracy—these shared public values define the future we seek to build together.

Listening to Arizonans has always been our starting point, but as a “do-tank,” we ensure that insight leads to action and measurable impact.

The 2024 fiscal year was a defining one for CFA, marked by significant progress across our work. We celebrated our 20th Anniversary not just as a milestone but as a renewed commitment to advancing Arizonans’ shared public values.

Among our many accomplishments, we launched the 2024 Arizona Voters’ Agenda, ensuring leaders hear directly from voters about what matters most to them. Once again, this research underscored that despite political divides, voters overwhelmingly agree on key issues and want leaders to work

together to deliver long-term plans and solutions.

We expanded access to education and career pathways, sustaining Arizona’s first youth apprenticeship program in cybersecurity and strengthening dual enrollment opportunities to help more high school students earn college credit. We brought together leaders at the Arizona Healthcare Workforce Summit to address critical shortages in the field. We kicked off efforts in Northern Arizona to define and advance quality jobs for workers. And through the Arizona Civic Life Partnership, we drove innovation in civic engagement, establishing the state’s first Civic Collaboratory, one of many exciting efforts shaping Arizona’s civic future.

What’s especially exciting is the often-unseen ripple effects of our work. Through our vast network of partners and engagement at local, state, and national levels, CFA creates bridges and shares best practices—holding up models for others to see and adapt for themselves across our state.

Looking ahead, there is much more to be done. While Arizonans across our diverse geography and demographics want the same things, we do not all experience life in the same way and there is still a lot of work to do to achieve The Arizona We Want for all Arizonans. Our challenges are real but so is our ability to overcome them—grounded in the strength of our shared public values.

To meet Arizona’s future needs, CFA has recommitted itself to our mission and launched *Building Arizona’s Bright Future Together*, a three-year campaign to raise \$7 million to advance bold ideas and actions. It is a call to action, bringing together communities and leaders to drive real, lasting progress.

We remain steadfast in our commitment to turning Arizonans’ aspirations into reality and advancing The Arizona We Want. But this work belongs to all of us. The future we envision is within reach, and together, we can make it a reality. Whether through partnership, amplifying our message, or simply believing in the power of shared public values, your involvement matters.

Thank you for being part of this journey. Your dedication, passion, and support inspire us as we build Arizona’s bright future together.

With gratitude,



Sybil Francis, Ph.D.

Chair, President & CEO
Center for the Future of Arizona



A full-page background image of a desert canyon at sunset. A person stands on a rocky cliff edge on the right, arms raised in a 'V' shape, silhouetted against the bright sun. The sun is low on the horizon, creating a strong lens flare and casting a warm, golden glow across the scene. The canyon walls are made of layered red rock, and the valley floor is filled with green desert shrubs and trees. The sky is a clear, pale blue.

The Arizona We Want

What began as a gold-standard research partnership with Gallup continues today through close listening to Arizonans, measuring progress with data, and thoughtful initiatives in education, civic health, and workforce development to turn aspirations into reality—**ensuring a stronger and brighter future for all.**

A Year of Momentum and Milestones

As we reflect on the past year, our **20th Anniversary Celebration** stands out as a powerful catalyst for renewed energy and commitment to our mission. This milestone reaffirmed CFA's impact and dedication to the future, bringing together leaders and communities to advance our shared public values and build **The Arizona We Want**.

Our October 2023 Anniversary Celebration exemplified CFA's nonpartisan approach, drawing a broad coalition of state, county, and city leaders, including Arizona Governor Katie Hobbs, Arizona Treasurer Kimberly Yee, Former Mesa Mayor John Giles, Yuma Mayor Doug Nicholls, and many others. Their presence, alongside agency representatives, corporate leaders, and philanthropists, highlighted CFA's unique ability to convene diverse voices around a common purpose. Governor Hobbs echoed this sentiment, "At its core, Center for the Future of Arizona is not driven by politics or partisan agendas, but by the people."

In recognition of CFA's significant contributions to the state over the past two decades, Governor Hobbs issued a proclamation recognizing Oct. 25, 2023 as Center for the Future of Arizona Day, celebrating visionary leadership, commitment to collaboration, and dedication to building a more resilient and dynamic Arizona.

Our Anniversary was not just a moment of reflection, but a springboard for continued impact. At the celebration, we officially launched the *Building Arizona's Bright Future Together* campaign, announcing a transformative \$1 million grant from Helios Education Foundation and significant three-year investments from the campaign's Visionary Leaders. This three-year, \$7 million initiative is dedicated to advancing bold ideas and actions that meet the needs of Arizona's future.

Join us in
Building Arizona's Bright
Future Together



Empowering Voters and Shaping Arizona's Future

Every election is consequential to the future of Arizona, as voters decide—every two years—whether to retain or elect new leaders to offices entrusted with serving the interests of our state and its people. To put the voices and priorities of Arizonans front and center during each election, CFA develops the Arizona Voters' Agenda—a data-driven look at what a majority of Republican, Democratic, and independent/unaffiliated voters in Arizona care about and want from their leaders.

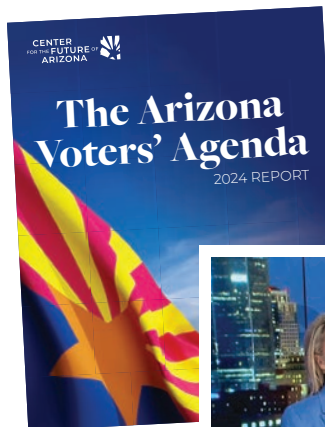
The 2024 Arizona Voters' Agenda reinforced the importance of centering the voices of Arizonans in our elections and holding candidates—and ultimately elected leaders—accountable to the priorities of the voters they seek to serve.

CFA fielded public opinion surveys in partnership with HighGround, Inc.

The results revealed that Arizona voters—across all age groups and party affiliations—overwhelmingly agree on key issues regarding elections, water, education, state spending, immigration, and housing.

To ensure the Voters' Agenda not only reached wide audiences but shaped the election dialogue, CFA implemented a strategic PR and marketing campaign designed to maximize influence and visibility.

Through the Arizona Voters' Agenda, CFA continues to foster constructive dialogue, strengthen voter engagement, and promote solutions-oriented leadership. It remains a powerful tool for translating voter priorities into real action—and for keeping Arizonans' voices at the heart of the decisions shaping our state's future.



Year in Review: Highlights of Impact

Driving Impact Through Leadership, Civic Engagement, and Data-Driven Solutions

Strong leadership, civic engagement, and data-informed decision-making are essential to shaping **The Arizona We Want**—a future where all Arizonans thrive. Over the past year, CFA has strengthened its impact by empowering local leaders, amplifying Arizonans' voices, and equipping communities with data-driven solutions that turn shared priorities into action.

protect our air, land, and water, and support a high quality of life for all. The session equipped attendees with critical tools, expert insights, and actionable resources to drive local sustainability efforts, strengthen infrastructure, and plan for long-term water resilience. By fostering collaboration and providing practical insights, CFA leverages this convening opportunity each year

to empower leaders to turn shared priorities into action for a stronger Arizona.

In March 2024, CFA elevated Arizonans' perspectives on elections at the **Arizona Democracy Summit**, a landmark event featuring national and local experts on election systems. CFA's Dr. Amanda Burke joined Former Arizona House Speaker Rusty Bowers, Secretary of State Adrian Fontes, Former Maricopa County Recorder Stephen Richer, for a panel addressing Arizona's election system and opportunities for reform. Throughout the event, CFA's Gallup Arizona Survey and Arizona Voters' Agenda data played a pivotal role in highlighting the gap between **The Arizona We Want** and what our politics and political narrative are focused on, ensuring that public priorities remain at the center of the conversation.



Maricopa County Recorder Stephen Richer, CFA's Dr. Amanda Burke, and Secretary of State Adrian Fontes speak on a panel at the 2024 Arizona Democracy Summit.

CFA's leadership and impact took center stage at the **States for the Future Convening**, a national network uniting top data-driven organizations from 13 states. Representing Arizona, CFA shared powerful insights on advancing democracy, pioneering workforce and education strategies, and showcased the Arizona Progress Meters as a model for using data to inform community decision-making and accelerate real-world progress.



CFA's Ian Dowdy leads a panel discussion about the Arizona Progress Meters alongside partners Teniqua Broughton, Executive Director of the State of Black Arizona; Sintra Hoffman, CEO of WESTMARC; Erin Hart, MPA, Policy Advisor, Higher Education and Early Education of the Office of Arizona Governor Katie Hobbs; David Martinez III, Director, Strategic Community Partnerships of Vitalyst Health Foundation.



Leaders from municipal, county, tribal, and community organizations gather for a panel discussion at the 2023 Pre-Conference Session during the League of Arizona Cities and Towns Annual Conference, exploring collaborative solutions.

In August 2023, CFA proudly **opened the League of Arizona Cities and Towns (LACT) Annual Conference with our seventh annual Pre-Conference Session**. This gathering brings together municipal, county, tribal, and other local leaders to explore data, resources, and strategies that advance **The Arizona We Want**. The 2023 session, "Resilient Infrastructure & Sustainable Water Future," focused on Arizonans' shared public values for sustainable practices that

2023 LACT Pre-Conference Session Panelists (Titles listed reflect panelists' positions at the time of the event)

Diane Brown, Executive Director, Arizona Public Interest Research Group

Stacey Brechler-Knaggs, Grants, Contracts & Emergency Management Director, City of Flagstaff

Ryan Judy, Deputy Town Manager, Town of Prescott Valley

Simone Kjolsrud, Water Resources Manager, City of Chandler

Jason Lowry, Director of Sustainability Initiatives, Local First Arizona

Maren Mahoney, Director, Governor's Office of Resiliency

Sharon Megdal, Water Resources Research Center Director, University of Arizona

Kathryn Sorensen, Director of Research, Kyl Center for Water Policy

Sandra Watson, President & CEO, Arizona Commerce Authority

Lisa Williams, Manager, Office of Enterprise Data Management, Arizona Dept of Water Resources

Year in Review: Highlights of Impact



The Arizona Progress Meters

To measure collective progress toward [The Arizona We Want](#), CFA created the Arizona Progress Meters, a publicly available tool with 80+ metrics designed to support data-driven dialogue, informed decision-making, and action with the mindset that what gets measured, gets done. Freely accessible on CFA's website and regularly updated, the Arizona Progress Meters provide leaders, organizations, and the public with trusted data to track Arizona's most pressing priorities.



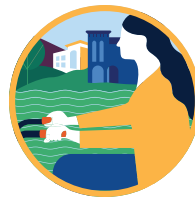
Jobs

Job growth, wages, unemployment, underemployment, and labor participation



Education

Quality early learning, academic performance, post-secondary attainment, and more



Health and Well-Being

Prevalence of disease, mental health, cost of healthcare, physical activity, and more



Natural Resources

Water supply and demand, open space conservation, forest treatment, and more



Infrastructure

Public transportation, traffic congestion, broadband access, roadway conditions, and more



Civic Participation

Voter participation, political discourse, democratic engagement, and more



Connected Communities

Volunteerism, community participation, and neighborhood involvement



Young Talent

Cost of living, workplace benefits and culture, quality of higher education, and more

A Trusted Resource for Understanding Progress and Driving Action Across Arizona

Beyond making the Progress Meters widely available, CFA works closely with communities and organizations to provide specific data and support to drive action. Through strategic partnerships, CFA helps leaders interpret data, apply insights, and integrate findings into planning and decision-making. From civic participation to education and workforce development, these are just a few examples of how the Arizona Progress Meters continued to be a powerful tool leveraged across Arizona in 2024:

Data-Informed Strategies to Strengthen Engagement in Arizona

In partnership with the Arizona Center for Civic Leadership at The Flinn Foundation, CFA released new data to the **Arizona Civic Health Progress Meters** highlighting Arizona's need for improved civic engagement. At the time of release, Arizona ranked fourth lowest in the nation for residents discussing politics with friends and family. Those findings inform the Arizona Civic Life Partnership, guiding efforts to strengthen civic engagement statewide.

Expanding Opportunity for Young People with Disabilities

CFA partnered with the **Arizona Development Disabilities Planning Council** (ADDPC) and **Arizona Town Hall** to advance post-secondary access and opportunity for young people with disabilities. Through eight stakeholder convenings, CFA gathered key insights to drive change. Integrating data from **The Arizona We Want** research and stakeholder input, CFA also completed a final action-oriented report. This report will guide future action, with CFA and ADDPC exploring further investments to expand inclusive education and workforce opportunities statewide.

Empowering Data-Driven Solutions for Southern Arizona

CFA launched a strategic partnership with **United Way of Tucson and Southern Arizona**, equipping the organization with critical data tools to drive progress in Southern Arizona. CFA provided key education data—including Post-High School Enrollment, High School Graduation Rate, Eighth Grade Math, and Third Grade Reading—for Pima County and its municipalities. As a connector and trusted data resource, CFA compiles reliable, accessible data from the Arizona Department of Education, helping organizations like United Way identify priorities, guide decision-making, and evaluate initiatives such as Cradle to Career aimed at preparing children for success in school and life. This partnership ensures that local leaders have the insights needed to drive meaningful impact.

Reimagining Education for All Students

CFA deepened its commitment to equitable education through a new collaboration, **Project OASIS**, led by ASU's Kathy Hoffman, and focused on removing systemic barriers that limit students with disabilities from successfully transitioning into post-secondary education and careers. CFA's Ian Dowdy and Peter Boyle continue to provide data analysis, strategic tools, and systems-change expertise to help reimagine a future where all students can access needed support without special education designations. This bold initiative has engaged over 100 stakeholders, including educators, researchers, business leaders, and community members, working together to build a more inclusive and effective education system for Arizona's future.

OUR IMPACT:

By the Numbers





780+

education
leaders
trained



375+

partners
engaged



480,000+

students
impacted



17,000+

teachers
impacted



250+

communities
engaged

Year in Review: Highlights of Impact



ADVANCING THE ARIZONA WE WANT

Impact Initiatives & Programs

Education

SHARED PUBLIC VALUE:

A highly educated and skilled population is good for Arizona

WHAT ARIZONANS WANT:

A quality education system that is both excellent and equitable—preparing every child to succeed and thrive

A strong education system that supports every child is vital to Arizona's future. Over the past year, CFA focused on building **career-connected pathways**, expanding **student-centered education**, and preparing **great leaders**—all as part of our commitment to driving equitable excellence across Arizona's education system. Transforming education requires informed decision-making grounded in facts and data.

Expanding Education & Career-Connected Pathways

CFA is advancing education and workforce pathways that prepare Arizona students for long-term economic mobility and meet critical industry needs. In 2024, healthcare and cybersecurity were key focus areas due to critical workforce shortages. CFA hosted the Second Annual **Statewide Arizona Healthcare Workforce Summit** and launched the Arizona Healthcare Workforce Action Network, uniting over 50 partners to strengthen the state's healthcare talent pipeline. CFA's groundbreaking **four-year cybersecurity youth apprenticeship program**, developed with Kudelski Security, Phoenix College, and Phoenix Union High School District, offers hands-on experience in a hard-to-access field. With graduates already entering the workforce & more on the way, the program is a scalable model for growing Arizona's future cybersecurity talent.

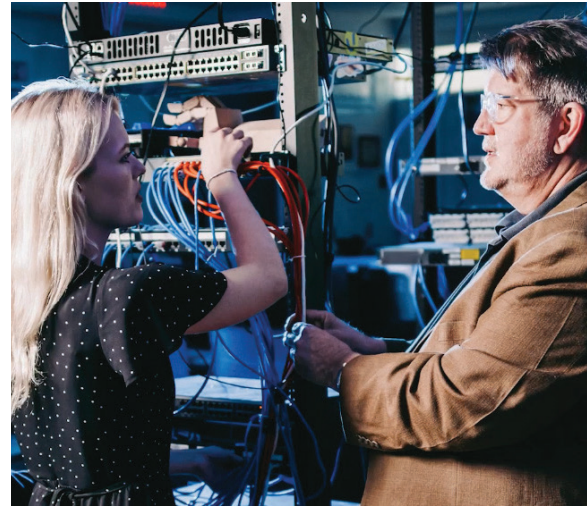


2024 Arizona Healthcare Workforce Summit

Education

Leading National Efforts to Increase Access to College Credit in High School

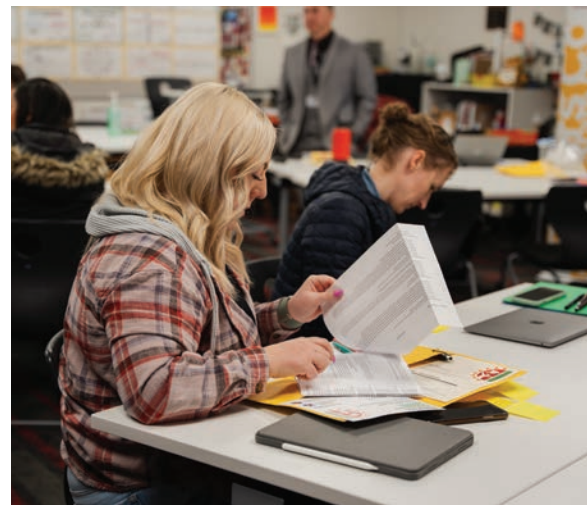
CFA was selected by Jobs for the Future (JFF), a national leader in career-connected pathways, to lead **dual enrollment efforts in Arizona** as part of a \$15 million U.S. Department of Education initiative. This project aims to expand equitable student access to dual enrollment opportunities that enable students to earn college credit while in high school, improve quality and oversight, foster cross-sector collaboration, reduce costs, and increase the availability of academic and career-focused courses. CFA's leadership in this effort underscores our role as a key voice in shaping national best practices, contributing research and expertise to advance Arizona Pathways to Prosperity's work across the state and at a national level.



Students gain hands-on experience during their apprenticeship with Kudelski Security.

Advancing Personalized Learning for Arizona Students

Now in its fifth year, CFA's Arizona Personalized Learning Network (APLN) Transform pathway has helped school districts implement personalized learning practices that meet the needs of every student. The initiative has reached over 85,000 students across Maricopa, Pima, Santa Cruz, and Yuma counties. Participating districts continue to collaborate—sharing ideas and resources to drive lasting improvements in teaching and learning. APLN also engaged 40 schools directly with targeted technical assistance and will continue into 2025.



In January 2024, more than 250 educators from across Arizona and the country gathered to scale and spread personalized learning practices.

Shaping the Future of Educational Leadership

For 20 years, CFA has strengthened educational leadership in Arizona through the Beat The Odds School Leadership Academy, supporting the executive development of over 450 school and district leaders to drive systems change and improve principal effectiveness statewide. Building on this impact, CFA is conducting a four-stage evaluation to identify best practices in principal recruitment, selection, onboarding, and development, with findings to be released in 2025. Additionally, CFA's Peter Boyle began supporting ASU Mary Lou Fulton Teachers College's redesign of their **Master of Education program in school leadership** to launch in Fall 2025. These efforts will ensure Arizona's next generation of school leaders are equipped to drive student success and systemic improvement.

Year in Review: Highlights of Impact



ADVANCING THE ARIZONA WE WANT

Impact Initiatives & Programs

SHARED PUBLIC VALUE:

Civic engagement that solves problems and democracy that works for all

WHAT ARIZONANS WANT:

Connected and vibrant communities with a pipeline of strong leaders who work together to develop long-term solutions on behalf of all Arizonans

Civic Health

Our civic health—how we come together to define and address public problems—is a testament to our collective strength and well-being as a community. CFA continues to be at the forefront, **championing civic engagement, empowering communities** to make their voices heard, and **honoring those who dedicate their lives to civic service**, all while emphasizing the common ground that unites Arizonans across backgrounds to move the state toward a stronger and brighter future.

Leading the Way: Arizona's National Role in Civic Innovation

The Arizona Civic Life Partnership (ACLP),

led by CFA and the Arizona Center for Civic Leadership at The Flinn Foundation, is strengthening democracy and renewing civic engagement across the state. In early 2024, the partnership, with Arizona Town Hall and Vitalyst Health Foundation, convened 50 leaders around civic health, elections, and fostering a vibrant civic culture. The gathering launched the Arizona

Civic Collaboratory, a model for collaboration and community-led civic solutions.

CFA and The Flinn Foundation also joined a national cohort with Citizen University to bring best practices from across the nation to Arizona. By expanding partnerships, sharing data, and connecting to national efforts, ACLP is helping build a more inclusive and engaged democracy.



Tara Jackson, Arizona Town Hall President; Mike Noble, Noble Predictive Insights Founder & CEO; Gina Roberts, Arizona Citizens Clean Elections Commission Voter Education Director; and Stephen Richer, Maricopa County Recorder present and engage with attendees at The Flinn Foundation in Phoenix.

Expanding Student Civic Engagement

In 2024, **School Participatory Budgeting** (SPB) deepened its impact on civic education and student engagement statewide reaching new schools and communities while continuing to support existing partners and invest in long-term sustainability.

- SPB **grew to include new schools, districts, and communities** across Arizona, including Northern Arizona, giving more students hands-on experience in real-world decision-making and strengthening school communities.
- CFA launched the **SPB Institute** and **Resource Hub**, offering comprehensive professional development to support educators in implementing SPB.
- In partnership with **ASU's Participatory Governance Initiative** (PGI), CFA initiated rigorous evaluation activities to better understand SPB's impact on students' civic skills and its role in fostering stronger, more connected school communities.
- CFA co-hosted the first-ever **Student Voice Institute** with the Arizona Bar Foundation, training educators to integrate SPB and Project Citizen into classrooms and expand student-led civic engagement statewide.
- A **\$1.5 million, three-year American History and Civics National Activities discretionary grant from the U.S. Department of Education** will continue fueling SPB's expansion, positioning it as a national model for civic learning. CFA will continue working with ASU PGI to scale and sustain this effort.



SPB Vote Day at Roosevelt School District



SPB Vote Day at Flagstaff High School

Promoting Civic Service

Named in honor of Gabe Zimmerman—Gabrielle Giffords' Community Outreach Director who lost his life in 2011—the **Gabe Zimmerman Public Service Awards** celebrate nonelected public servants who are the backbone of strong communities. Through their dedication to community connection and civic engagement, these individuals do vital work for all Arizonans—work that is often unseen yet essential to a thriving society. This past year, CFA proudly recognized the **2024 nominees** at the annual Arizona City/County Management Association Summer Conference Luncheon in Tucson, honoring their dedication to strengthening Arizona's communities.

Community Builder, Large City/

Town: Leah Powell, Neighborhood Resource Director, City of Chandler

Emerging Leader:

Jared Beard, Assistant Director, Maricopa County Workforce Development Division

Community Builder, Small City/

Town: Ryan Judy, Deputy Town Manager, Town of Prescott Valley

Civic Leader:

Scott Hall, Deputy Director, Office of Homeless Solutions, City of Phoenix



2024 Gabe Zimmerman Public Service Awards recipients pose with Ross Zimmerman, Gabe's father.

Titles listed reflect recipients' positions at the time of the 2024 Awards.

Year in Review: Highlights of Impact



ADVANCING THE ARIZONA WE WANT

Impact Initiatives & Programs

SHARED PUBLIC VALUE:

Good-paying jobs and the education and training needed for all Arizonans to fully participate in a vibrant economy

WHAT ARIZONANS WANT:

Opportunities for career advancement and economic mobility that lead to improved quality of life

Workforce Development

A competitive workforce is the cornerstone of economic prosperity in a perpetually evolving world. CFA combines education, training, and support systems to **fortify Arizona's workforce for the long term**. Our initiatives are thoughtfully designed to instill lifelong skills in workers, promote individual and shared prosperity, and position Arizona as a beacon of innovation and opportunity.

Workforce Development

Building a Stronger Workforce in Southern Arizona

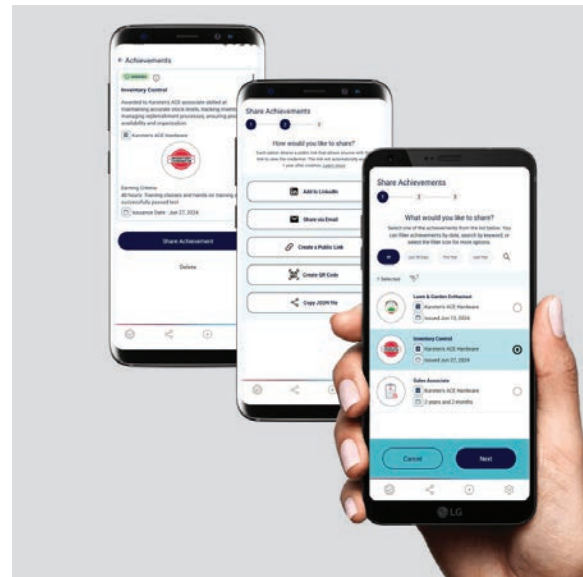
CFA partnered with Pima Community College and the Aspen Institute Economic Opportunities Program to host the **Southern Arizona Workforce Leadership Academy**, made possible with support from the Aspen Institute, Thomas R. Brown Family Private Foundation, and the Burton Family Foundation. Over ten months, Fellows engaged in professional development, collaboration, and problem-solving to address workforce challenges across Yuma, Pima, Cochise, and Santa Cruz counties. At its culmination, four teams of Fellows presented actionable recommendations to strengthen the workforce system. Their proposals addressed education and skills gaps, compiling resources for development projects, cultivating collaboration across sectors, and empowering small businesses. By investing in leadership development and fostering cross-sector collaboration, the Academy is helping to build an agile, high-capacity workforce system that supports **The Arizona We Want**—one that is resilient, equitable, and responsive to the evolving needs of workers and businesses alike.



2023 Southern Arizona Workforce Leadership Academy Fellows

Advancing Workforce Innovation Through RetailWorks AZ

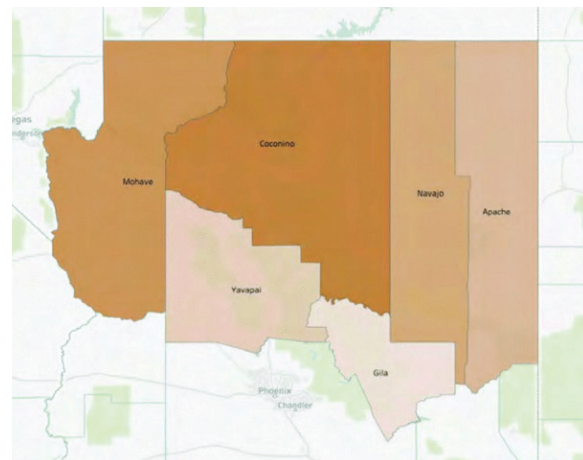
In partnership with ASU and with support from Walmart, CFA advanced its work in Learning & Employment Records (LERs) technology by developing **My Skills Pocket**—a digital platform that allows jobseekers to store and showcase their credentials, including employment records, training completions, badges, awards, and degrees. By providing a full picture of a learner's professional accomplishments, My Skills Pocket helps individuals access better job opportunities by showcasing their hard-earned skills and experience. Recognizing the potential of this technology to transform workforce mobility, CFA secured a second \$750,000 LER grant in April 2024 to integrate My Skills Pocket with Pipeline AZ, Arizona's career exploration and recruitment platform.



My Skills Pocket allows jobseekers to store and showcase their credentials on a digital platform.

Expanding Economic Opportunity Through the Northern Arizona Good Jobs Network

In August 2023, the **Northern Arizona Good Jobs Network** launched in Flagstaff, marking the start of a four-year initiative aimed at preparing individuals for in-demand jobs, increasing wage growth, and improving job retention in five rural Arizona counties—Yavapai, Mohave, Coconino, Apache, and Navajo. Led by Local First Arizona with CFA as a key partner, this collaborative effort is bringing together state, tribal, and local workforce systems, economic development organizations, business leaders, and higher education institutions to strengthen Northern Arizona's workforce. CFA is leading the development of upskilling resources for the retail and hospitality sectors while also shaping Good Jobs guidance and standards to improve job quality across multiple industries.



Yavapai, Mohave, Coconino, Apache, and Navajo counties are impacted by the Northern Arizona Good Jobs Network.

Year in Review: Highlights of Impact



Building a Team of Changemakers

In 2023, CFA expanded and enhanced its capacity to drive greater impact across Arizona. By growing our team, promoting internal talent, and expanding our Board of Directors, we are better positioned to advance **The Arizona We Want**.

- The CFA Board of Directors expanded, appointing two new members: **Lori Higuera**, Assistant General Counsel at Freeport-McMoRan, Inc., and **Dan Costello**, Executive Vice President and Chief Revenue Officer for the Phoenix Suns and Phoenix Mercury.
- CFA expanded its organizational capacity by adding two new positions to its Civic Health and Finance teams. In March 2024, **Sabrina Estrada** joined CFA as Program Coordinator, Sr., Civic Health. In May 2024, **Luke Thrasher** joined CFA as Business Operations Specialist.
- In addition to expanded capacity, CFA enhanced capacity through promotions of current staff: **Melanie Baca** to Senior Project Manager, College and Career Pathways and **Heather Thornton** to Senior Director of Strategic Marketing & Communications.



Lori Higuera, Assistant General Counsel at Freeport-McMoRan, Inc.



Dan Costello, Executive Vice President and Chief Revenue Officer for the Phoenix Suns and Phoenix Mercury

How You Can Support CFA

How You Can Support CFA

Invest in Arizona's Future

When you donate, you're fueling real solutions to the biggest challenges facing our state. Your support drives research, partnerships, and programs that create lasting impact—helping to build a stronger, more vibrant Arizona for everyone.

Bring in an Expert

Looking for fresh insights? Our experts are available to discuss how research and data can support your community or organization's goals. Let's start a conversation that sparks ideas and action.

Dive into the Data

Want to dig deeper? Partner with us on research, explore new data insights, or host a community discussion that turns information into impact.

Get Involved

Whether you're improving local schools, strengthening communities, or driving statewide change, there's a way for you to make a difference through our initiatives. Join us in shaping Arizona's future.

Get started at arizonafuture.org/partner.



Financial Report 2024 Fiscal Year

Center for the Future of Arizona is an independent, not-for-profit organization classified as a 501(c)3 organization by the Internal Revenue Service. This report reflects the audited financial position and activities for the year July 1, 2023 to June 30, 2024.

Financial Report

Statement of Financial Position (as of June 30, 2024)

Assets

Cash	\$ 3,654,026
Accounts Receivable / Government	
Grants Receivable	\$ 572,644
Promises to Give	\$ 1,062,923
Prepaid Expenses	\$ 102,307
Property and Equipment, net.	\$ 88,180
Total Assets	\$ 5,480,080

Liabilities

Accounts Payable and Accrued Expenses ...	\$ 918,552
Deferred Revenue	\$ 58,402
Refundable Advance	\$ 1,982,362
Total Liabilities	\$ 2,959,316

Net Assets

Without Donor Restrictions.	\$ 1,055,706
With Donor Restrictions	\$ 1,465,058
Total Net Assets	\$ 2,520,764

TOTAL LIABILITIES AND NET ASSETS. \$ 5,480,080



Statement of Activities

Support and Revenue

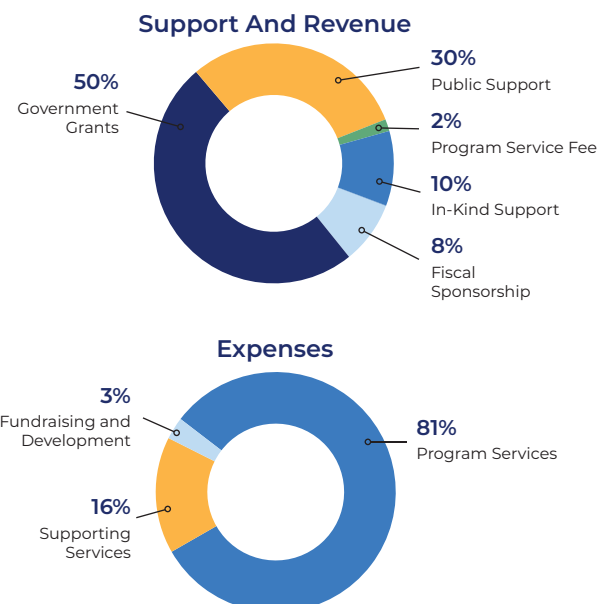
Fiscal Sponsorship	\$ 900,515
Government Grants	\$ 5,285,998
Public Support	\$ 3,223,377
Program Service Fee	\$ 172,150
In-Kind Support	\$ 1,073,415
Other Income	\$ 5,524
Total Support and Revenue	\$10,660,979

Expenses

Program Services	\$ 7,983,413
Supporting Services	\$ 1,542,368
Fundraising and Development	\$ 294,544
Total Expenses	\$ 9,820,325

CHANGE IN NET ASSETS \$ 840,654

Net Assets, Beginning of Year.	\$ 1,680,110
Net Assets, End of Year	\$ 2,520,764



Donors

Reflects commitments made by corporations, foundations, government, and individual donors from July 1, 2023 – June 30, 2024.

Special Thanks To Our Donors

Visionary Leaders

(\$1 million and above)

Arizona Department of Education*
Arizona GEAR UP*
Helios Education Foundation*
Office of the Arizona Governor*
U.S. Department of Education*

Innovators

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

Anonymous
Arizona State University
ASU Foundation
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