

CENTER
FOR THE FUTURE OF
ARIZONA



Creating The Arizona We Want

Center for the Future of Arizona

Impact Report | 2023



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

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

From Our Chair, President & CEO

Dear Friends,

I'm delighted to share the enclosed annual report with you highlighting the strides Center for the Future of Arizona (CFA) has made toward The Arizona We Want during the 2023 fiscal year.

The year 2023 marked CFA's 20th Anniversary – a testament to our innovative and collaborative spirit and the difference we have made. From the beginning, our mission has encompassed more than developing a long-term vision for Arizona; as a self-proclaimed “do-tank,” we are committed to the practical steps and strategies needed to make that vision a reality. To commemorate this milestone, we embarked on a year-long celebration, not simply as a look back on our journey thus far but as a bold declaration of where we're headed together. It has made this past year extra special.

We've connected even more deeply with more Arizonans and local communities in the last year, gaining invaluable insights that reinvigorate our mission with fresh determination. Through our work and meaningful community dialogues, it has become increasingly clear that, while there is much that Arizonans agree on and that connects us, experiences and quality of life vary significantly across our state. This understanding doesn't just

fuel our drive; it brings a profound sense of urgency and hope to our efforts. We are inspired to bridge these gaps, aiming for a future where every Arizonan sees their highest aspirations reflected in our shared vision, feels empowered, and has the opportunity to achieve them.

This report showcases CFA's unwavering commitment to the people of our state. And our belief in the importance of elevating and centering the voices of Arizonans in our work, putting data into action, and leveraging cross-sector collaborations that span our varied geographic regions and transcend traditional boundaries. From the groundbreaking Arizona Voters' Agenda to the Arizona Progress Meters, we continue to serve as a trusted source of information about what Arizonans prioritize and how we are doing in those areas. Our commitment to roll up our sleeves and do the work of advancing The Arizona We Want is exemplified in our education, workforce, and civic engagement initiatives. These are among the many ways explored in this report in which CFA is setting in motion the change we need to deliver on the priorities of Arizonans.

Our journey to realize The Arizona We Want is a shared endeavor made possible by the unwavering

support of our partners, donors, and friends throughout Arizona. Your belief in our mission and passion for the work has had a real and lasting impact throughout Arizona. We extend our deepest gratitude for your support in recognition that only together can we make real strides toward a future where every Arizonan's hopes, dreams, and highest aspirations for our state are fully realized.

Thank you for standing with us, for dreaming with us, and for working to build a stronger and brighter future for generations to come.

With gratitude,



Sybil Francis, Ph.D.

*Chair, President & CEO
Center for the Future of Arizona*



Year in Review

The Arizona We Want

Center for the Future of Arizona (CFA) is a nonprofit, nonpartisan “do-tank” driven by the mission of bringing Arizonans together to create a stronger and brighter future for our state. Founded from a love for Arizona and a desire to help our state succeed, we endeavor to make our great state a place where all Arizonans, now and in the future, thrive and enjoy sustained prosperity, unmatched quality of life, and real opportunity. CFA is uniquely positioned to focus on the greater good for Arizona and what matters most to our community.

Two decades of close listening to Arizonans and extensive research in partnership with Gallup informed The Arizona We Want, a shared vision of success. This “north star” comprised of seven Shared Public Values reminds us that we can come together for the greater good of our state and the prosperity of all who live here.

Igniting Statewide Conversations Around Arizonans’ Agreement and Shared Public Values

From July 2022 to June 2023, CFA continued advancing **Arizona’s Shared Public Values**. Throughout the state, CFA facilitated Community Conversations, convenings, and collaborations to delve into the Gallup Arizona Survey data, generate dialogue, and prompt community-led solution building. Through facilitating presentations and sharing resources, our teams helped organizations and leaders learn, act on the findings, and advance what matters most to their communities.

CFA again hosted the **League of Arizona Cities and Towns Pre-Conference Session** in August 2022. For seven years, CFA has organized this important gathering that offers

valuable information to Arizona’s municipal, county, tribal, and other leaders. The Pre-Conference Session aimed to facilitate a collaborative effort in achieving The Arizona We Want. CFA Executive Vice President Dr. Amanda Burke shared new data from the 2022 Arizona Voters’ Agenda, leaders from towns across the state provided a thought-provoking panel discussion, and



Dr. Sybil Francis poses with CFA Board Members George Dean, Lisa S. Loo, and Katosha Nakai, from left to right, at the 2022 AZ Capitol Times award ceremony.

attendees practiced data-driven conversations and decision-making.

CFA continued its statewide strategic communications effort to disseminate and broadly share transformative research through advertising, media outreach, social media, and promoting the organization and leadership through awards. In 2023, Phoenix Business Journal recognized Dr. Sybil Francis, CFA Chair, President & CEO, as the **Lifetime Achievement Most Admired Leader**. The honor notes her lifelong contributions to the Grand Canyon State. Arizona Capitol Times honored Francis as a **Leader of the Year in Public Policy** in 2022 and 2023 for sharing her passion and talent in making Arizona a better place for all.

Centering the Voice of Arizona’s Electorate

The first-ever **Arizona Voters’ Agenda** continued to center the voices and priorities of Arizonans through the 2022 midterm election and into 2023. The data-driven look at what a majority of Arizona



Community leaders discuss and analyze CFA data at the 2022 League of Arizona Cities and Towns Pre-Conference Session.

Republican, Democratic, and independent/unaffiliated voters care about and want from their leaders revealed that voters agree more than they disagree across all demographics and party affiliations.

Arizona Voters' Agenda: By the Numbers

1,200+
local and national media clips

10+
press releases

12+
op-eds

220M+
impressions via digital and print advertising

2B+
total impressions

By amplifying the data-driven narrative – through more than two billion impressions via press releases, media coverage, advertising, social media, toolkits and collateral, mailings, presentations, and meetings – we countered the political rhetoric of polarization and division and, in the process, created space for positive change. Our efforts also underscored what brings us together as Arizonans, encouraged voter engagement, and

reinvigorated the development of solutions-focused actions designed to benefit every Arizonan. CFA is committed to continuing this vital work, keeping elected leaders accountable to the vast majority of Arizonans.



Celebrating and Elevating CFA's Demonstrated Success and Unique Value to Arizona

To commemorate two decades of impact and leverage this important milestone to advance The Arizona We Want, CFA embarked on a

year-long **20th Anniversary**

celebration at the beginning of 2023. To build awareness and engagement among key audiences, our team pursued numerous media outlets across the state and launched ongoing social media

and email campaigns. We continued demonstrating CFA's success and unique value ahead of a 20th Anniversary Celebration, an event for leaders from across the state planned for the end of 2023.



See this work in action. Explore and share stories of the people and efforts creating The Arizona We Want.



Year in Review



Arizona Progress Meters

To measure our collective progress in areas critical to achieving The Arizona We Want, CFA created the Arizona Progress Meters, which include 80+ metrics to support policymakers' and community leaders' data-driven dialogue, decision-making, and action.

In the 2023 fiscal year, CFA continued to build out and evolve the Arizona Progress Meters, ensuring they remain responsive to what matters most to Arizonans. Ongoing enhancements make the tools more accessible so leaders across the state can utilize them to drive community-relevant action on Arizonans' priorities. Combined with survey research insights, data from the Arizona Progress Meters also contributed to productive community conversations, helped inform evidence-based plans and action, and led to expanded partnerships this past year.



Jobs

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



Education

Quality early learning, academic performance, postsecondary 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

Arizona Progress Meters: Empowering Informed Decisions

Connecting Communities to Impact Change for Young People with Disabilities

Critical gaps and untapped potential among young people with disabilities in our state have a significant impact on the lives of young Arizonans and their families, as well as our state’s collective success. It’s imperative the state ensures greater access to opportunity and postsecondary attainment among young people with disabilities. In 2022-2023, CFA in partnership with the **Arizona Developmental Disabilities Planning Council** (ADDPC) and **Arizona Town Hall** hosted meetings and convenings with key stakeholder audiences to discuss this topic, and compiled a report with data research, key takeaways from the listening sessions, and opportunities for action.



CFA’s Powerful Data Visualization Tools

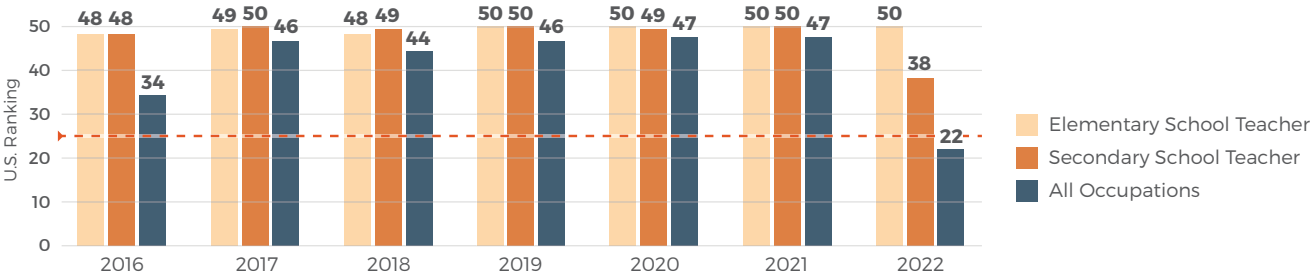
CFA’s new data analysis and visualization platform, Domo, was leveraged to provide partners and communities with data and tools to move Arizona forward. CFA created a new dashboard to visualize Arizona postsecondary-going and completion data. This dashboard makes it easy for education partners and communities to explore the rate of postsecondary enrollment and completion for any group of Arizona high school graduates and then act on this information to support student success. CFA also updated its Education and Jobs Progress Meters to provide enhanced visualizations, filtering, and a better user experience.



Improvement in Equitable Attainment Outcomes with the State of Black Arizona

CFA’s long-standing partnership with the State of Black Arizona (SBAZ) provides many opportunities to leverage data and insights to address racial equity concerns for African Americans. Built around the state’s Achieve60AZ attainment goal, SBAZ, CFA, and Education Forward Arizona collaborated to assess postsecondary attainment in the African American community informing SBAZ’s plans to improve equity in the attainment rate.

Arizona Median Adjusted Teacher Pay Rank: Current State Trend



A Custom Dashboard for Arizona’s Education Retention Taskforce

CFA’s Data Initiatives team is a trusted resource supporting leaders across the state with research and data exploration. In 2023, the the Office of Governor Katie Hobbs asked CFA to evaluate pay data for teachers and other occupations essential to the state’s education system. Leveraging the same data that informs the Teacher Pay metric in the Arizona Education Progress Meter, the team built a custom dashboard allowing exploration of thousands of different occupations’ salaries at various career stages compared to other states and the nation. The task force used this data to strategize and develop solutions.

Year In Review



REALIZING THE ARIZONA WE WANT

Impact Initiatives and Programs

SHARED PUBLIC VALUE:

A highly educated and skilled population is good for Arizona

WHAT ARIZONANS WANT:

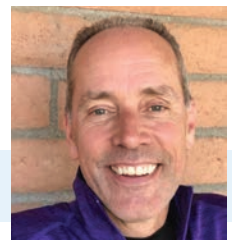
A quality education system that is both excellent and equitable – preparing every child to succeed and thrive

Education

Transforming education in Arizona has always been at the forefront of CFA's efforts, as the success of young Arizonans is critical to the future of our state. Our programs prepare great school leaders, create career-connected pathways, and reimagine learning so schools can support every child.

"The Arizona Personalized Learning Network is another example of how CFA is forward thinking and always committed to what's best for kids."

– Stephen Schadler, Associate Superintendent,
Santa Cruz Valley Unified School District



Education

Creating Career-Connected Pathways

CFA is working with more than 40 school districts, 7 community colleges and public universities, and over 50 business and industry partners across Arizona to increase educational attainment and strengthen our future workforce through early college career pathways. Students explore future careers, gain direct experiences in the workplace, and earn college credit while in high school that lead to degrees or credentials in Arizona growth sectors vital to the economy.

In the Spring & Summer of 2023, CFA, alongside AZ Cyber Initiative, held **cyber camps** in Tucson and Phoenix for 10th-12th grade students interested in cybersecurity. Over 100 students gained real-world hands-on experience in the growing high-wage, high-need industry.

In the Spring, Summer & Fall of 2023, CFA led an **innovative virtual internship model** with the Work Based Learning Alliance (WBLA) for high school students. Over 150 students from across the state completed up to 100 hours of paid work. The model fosters necessary skill attainment including independence, critical thinking, and more while eliminating geographical barriers for students and resource barriers for employers.

To ensure Arizona's career-connected pathways meet the diverse needs of students and their families, the **Arizona Pathways to Prosperity Student Voice Project** prioritized gathering insights directly from those it aims to serve throughout the 2022-2023 school year by engaging Westwood High School students and parents within Mesa Public Schools, alongside students from Chandler-Gilbert Community College.



Students collaborate during a cyber camp hosted at the University of Advancing Technology.



Trystan Wright, a 17-year-old student at Dysart High School, completed a virtual internship armed with the necessary skills to pursue postsecondary education.

Expanding Student-Centered Education

CFA's **Arizona Personalized Learning Network's (APLN)** Transform Pathway continues to support school districts and charter networks ready to shift policies and practices in support of personalized learning in Maricopa, Pima, Santa Cruz, and Yuma Counties, impacting more than 55,000 students. In Spring 2022, CFA expanded APLN, introducing the Launch Pathway to provide targeted and deeper technical assistance for school teams. Twenty-eight teams with over 150 educators participated in the initial cohort.

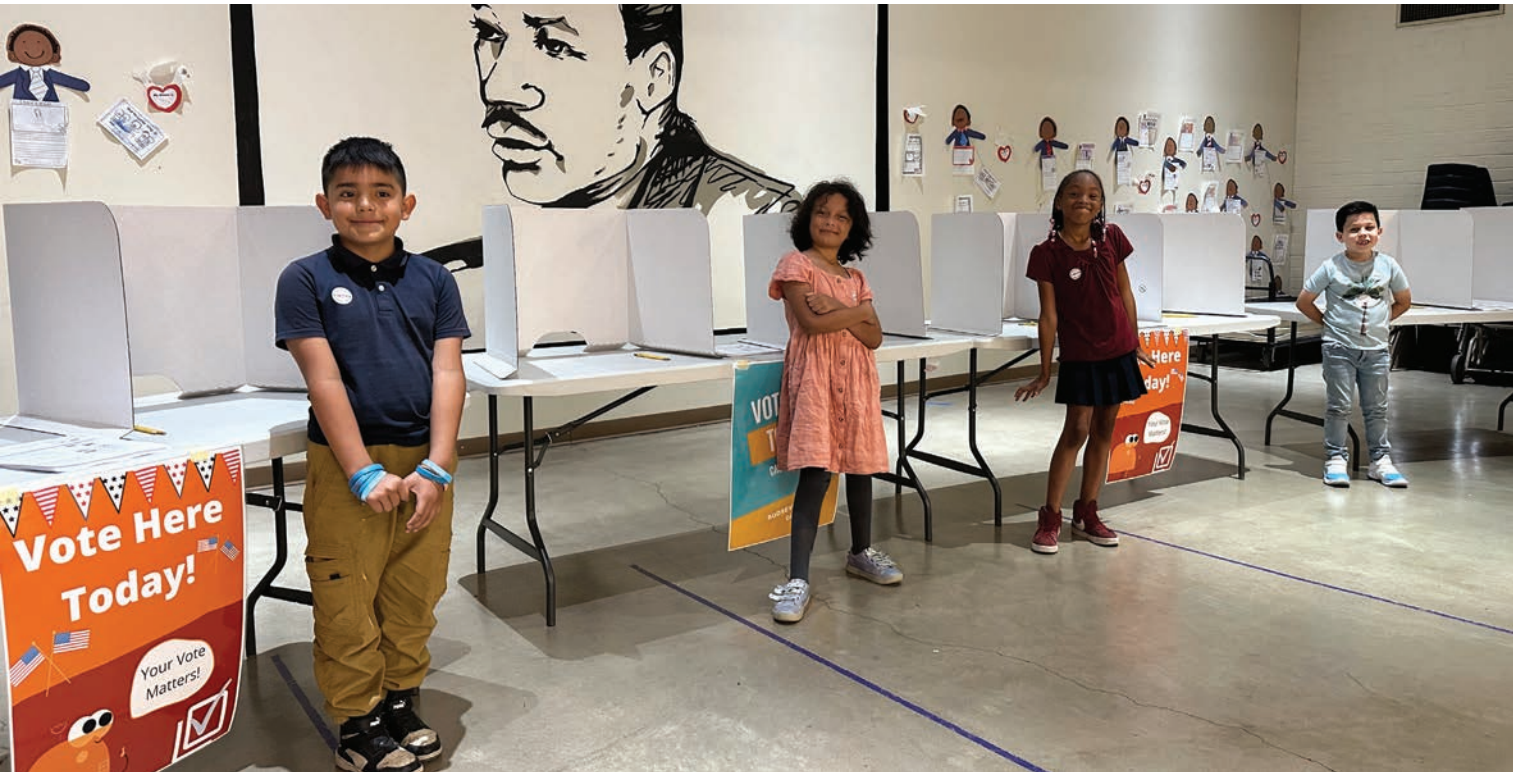
Preparing Great School Leaders

CFA continues to expand the **Beat the Odds School Leadership Academy (BTO Academy)**, which provides executive leadership training for current and aspiring school and district leaders across Arizona with a focus on serving schools experiencing significant impacts from the COVID-19 pandemic. Since 2020, the BTO Academy has experienced a year-over-year participant increase of 39 percent, impacting an additional 90,000 students across the state.



Educators connect at an Arizona Personalized Learning Network convening in September of 2022.

Year in Review



REALIZING THE ARIZONA WE WANT

Impact Initiatives and 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

CFA is committed to improving Arizona's civic health by strengthening civic engagement and empowering leaders to shape their communities and the state's future.

"I am humbled and honored to receive a Gabe Zimmerman Public Service award from Center for the Future of Arizona because its founding represents selfless service and commitment – a reminder of what has been done and reinforces what is still to do."

– Mark McCall, Education and QM Manager, Maricopa County Correctional Health Services, 2023 Gabe Zimmerman Public Service Awards Recipient



Civic Health

Strengthening Civic Engagement

The **Arizona Civic Life Partnership**, a partnership between CFA, The Flinn Foundation, and Vitalyst Health Foundation, welcomed national leaders from the bipartisan Commission on the Practice of Democratic Citizenship, out of the American Academy of Arts and Sciences, to host a series of events with Arizona civic leaders. The event resulted in new collaborations, including CFA joining a new national cohort of organizations advancing Civic Collaboratory models where the network shares projects or initiatives and the rest of the group offers not workshoping or critique but hard commitments of help and support.

Honoring Civic Service

Named in honor of Gabrielle Giffords' Community Outreach Director, Gabe Zimmerman, who lost his life in 2011 while serving the citizens of Arizona, our **Gabe Zimmerman Public Service Awards** recognize non-elected public servants who exemplify the impact Gabe had in connecting communities and engaging Arizonans. CFA awarded the 2023 nominees at the annual Arizona City/County Management Association Summer Conference Luncheon in Tucson.

Community Builder Award,

Large City/Town: Mark McCall, Education and Quality Management Manager, Maricopa County Correctional Health Services

Community Builder Award, Small

City/Town: Stephen J. Pauken, City Manager, City of Bisbee

Emerging Leader Award: Stephanie Zamora, Management Associate to the City Manager, City of Scottsdale

Civic Leader Award: Sherri Collins, Executive Director, Arizona Commission for the Deaf and the Hard of Hearing



Pictured left to right: David Martinez III, Vitalyst Health Foundation Director of Capacity Building and Community Engagement; Stephen Heintz, American Academy of Arts & Sciences Commission Co-Chair; Tania Munz, American Academy of Arts & Sciences Chief Program Officer; Eric Liu, American Academy of Arts & Sciences Commission Co-Chair; Steven Olikara, American Academy of Arts & Sciences Commission Member; Dawn Wallace, Arizona Center for Civic Leadership at The Flinn Foundation Vice President; and Kristi Tate, CFA Civic Health Initiatives Director.



Gabe Zimmerman Public Service Award recipients pose with Ross Zimmerman, Gabe Zimmerman's father, Emily Nottingham, Gabe Zimmerman's mother, and Amanda Burke, CFA Executive Vice President, from left to right.

Empowering Students to Learn Democracy by Doing

In 2016, CFA partnered with Phoenix Union High School District, ASU Participatory Governance Initiative (PGI), and the national Participatory Budgeting Project to launch the nation's first school district-level **School Participatory Budgeting (SPB)** program. SPB is an innovative approach to equipping, engaging, and empowering our rising generation to be active and informed participants in civic life.

Under CFA's leadership, SPB is expanding across the state. In the Spring of 2023, 34 schools participated in **SPB Vote Days**, where students learned democracy by doing spending real dollars on real projects like playground equipment, bathroom beautification, additional shaded seating, and more made possible with support from the Steele Foundation.



Students from Roosevelt School District mark ballots during their school's first Vote Day.

Year in Review



REALIZING THE ARIZONA WE WANT

Impact Initiatives and 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:

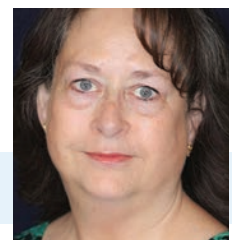
Opportunities for career advancement and economic mobility that lead to improved quality of life

Workforce Development

Workforce initiatives are crucial to empowering individuals in securing meaningful employment opportunities and helping businesses succeed and contribute to Arizona's economic growth in a rapidly evolving job market. CFA combines education, training, and support to strengthen Arizona's workforce development system and help workers build skills to benefit them throughout their careers.

"The Southern Arizona Workforce Leadership Academy changed my perspective. The impact we've begun here will resonate far beyond our immediate circle, influencing lives and shaping futures in ways we are just beginning to understand."

– Mary Jane Fleck, Regional Program Manager, Vocational Rehabilitation, Southern Arizona Workforce Leadership Academy Fellow



Workforce Development

Mobilizing a Competitive Workforce

In April of 2023, CFA launched its **Southern Arizona Workforce Leadership Academy**, a 10-month professional development program provided in partnership with Pima Community College and the Aspen Institute Economic Opportunities Program. The Southern Arizona Academy is designed to improve local economic mobility and workforce development efforts. The selected Fellows strengthen their networks, enhance their leadership, and create innovative solutions to the challenges workers and businesses face in Southern Arizona. The Academy is made possible with support from Thomas R. Brown Family Private Foundation and the Burton Family Foundation.

The retail sector employs more than 320,000 Arizonans and is the fourth largest workforce sector. It is often the first job for youth where they can acquire critical employability skills. **RetailWorks AZ** is working to build a thriving ecosystem to assist front-line retail workers to reach their full potential through acquiring skills and certifications, fostering supportive talent management practices among employers to make it easier and faster to move up the retail career ladder and build a pipeline of skilled talent for the state.

CFA has championed the retail sector since the launch of RetailWorks AZ in 2017. This work has had a significant impact, influencing the addition of the Retail sector as a priority sector for Arizona through the state-level **Workforce Arizona Council** in early 2023.

Using the **Aspen Institute Quality/Good Jobs** framework, RetailWorks AZ continued convening over 20 retail employers to explore the adoption of attributes in the Quality/Good Jobs framework, a multi-system approach addressing unemployed and underemployed workers. CFA also continued the statewide expansion of the National Retail Federation's industry-recognized credential and training programs to upskill job seekers and workers. In partnership with the NRF, CFA hosted quarterly Learning Circles to introduce new resources and share best practices around delivering the curriculum with collaborators across the state.

In partnership with the ASU Trusted Learner Network and with the support of funding from Walmart, CFA has been working on developing a Learning & Employment Records (LERs) platform named **"My Skills Pocket."** This platform enables learners to store credentials,

including learning and employment records, badges, training completions, awards, and degrees, in one place. My Skills Pocket gives a full picture of learners' professional accomplishments with insight into the valuable skills they accumulate through day-to-day work, allowing jobseekers to obtain good jobs that fit their hard-earned qualifications.

CFA partnered with the Local First Foundation on the **Northern Arizona Good Jobs Network initiative** funded by the Arizona Office of Economic Opportunity and modeled from the U.S. Economic Development Administration's Good Jobs initiative. The multi-year initiative comprises five northern Arizona counties – Yavapai, Coconino, Apache, Mohave, and Navajo and focuses on five sectors, including Retail & Hospitality. It aims to create and implement industry-led training programs designed to provide skills for unemployed or underemployed workers, connect them to existing and emerging job opportunities, and introduce the Good Jobs framework to employers. CFA supports the Retail & Hospitality sectors' training needs and provides technical assistance for the Good Jobs framework and resources for all sectors fostering economic stability and mobility, as well as equity, respect, and worker voice.



Holly Kurtz, Workforce Development Director at CFA, presents at the Rural Policy Forum hosted by Local First Arizona in August of 2022.

Year in Review



Building a Team of Changemakers

Thanks to the backing of our supporters, we've expanded our capabilities to grow our efforts and influence in advancing the shared priorities of all Arizonans. In the midst of exhilarating expansion and numerous transformations, several pivotal advancements have reinforced our groundwork, enabling us to carry out our endeavors with efficacy and authentically pursue our mission:

- In September 2022, CFA furthered its statewide reach and capabilities by **welcoming nine new colleagues**, many of whom live and work in different parts of the state. This expansion to Arizona Pathways to Prosperity, Operations, Marketing and Communications, and Civic Health teams brought CFA to 30+ staff based in Cochise, Maricopa, Pima, Pinal, Yuma, and Yavapai Counties. The following spring and summer, CFA again enhanced capacity with **promotions of current staff**; Peter Boyle to Senior Director of Education and KaRa Lyn Thompson to Senior Program Coordinator-Civic Health.



- CFA hosted its **first-ever board retreat** in November 2022. It was an energizing milestone to remember, filled with rich discussions about CFA's history and charting our path toward achieving The Arizona We Want. We are thankful for the CFA Board of Directors, their wise counsel, and their unwavering commitment to a stronger and brighter future for Arizona.
- In May 2023, CFA Board of Directors **unanimously named Dr. Sybil Francis as Chair** from acting Chair assumed in July 2022 when CFA co-founder Lattie Coor retired as Chair to become Founding Chair Emeritus. The appointment reflects the board's confidence in Dr. Francis' leadership, her impact, and the immense potential for CFA with her at the helm.

“Dr. Francis has consistently guided effective decisions and strategies in lockstep with CFA’s nonpartisan mission—and with the best interests of all Arizonans and the greater good at the forefront. Now as Chair, President & CEO, the impact she is already making will only be amplified.”

– Bill Post, *Founding Board Member, Director Emeritus*

CFA knows from The Arizona We Want research that fairness, justice, and equity make up an important Shared Public Value for Arizonans. We're committed to realizing our ideals and recognize that **addressing systemic inequities is a responsibility we must prioritize to 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. This is not a new focus for CFA. Equity has always been essential to our mission and work. CFA's selection alongside nine organizations nationwide to participate in an Advancing Racial Equity Community of Practice in 2022-2023, led by The Bridgespan Group and funded by the Walmart Foundation, enabled the organization to develop a comprehensive plan to further advance equity across all of our work. By advancing equity, we can strengthen our organizational culture, better serve our partners and communities, and fulfill our mission.



“Our research also shows that further work is needed to fully realize our ideals, and advancing racial equity is an essential part of CFA’s commitment to creating equitable outcomes in all we do to achieve The Arizona We Want.”

– Dr. Sybil Francis, *Chair, President & CEO, CFA*

Financial Report 2023 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 ending June 30, 2023.

Financial Report

Statement of Financial Position (as of June 30, 2023)

Assets

Cash	\$ 1,678,108
Accounts Receivable /	
Government Grants Receivable.....	\$ 1,141,859
Promises to Give	\$ 158,654
Prepaid Expenses	\$ 582,346
Property and Equipment, net.....	\$ 77,694
Total Assets.....	\$ 3,638,661

Liabilities

Accounts Payable and Accrued Expenses	\$ 420,003
Deferred Revenue.....	\$ 47,152
Refundable Advance.....	\$ 1,491,396
Total Liabilities.....	\$ 1,958,551

Net Assets

Without Donor Restrictions	\$ 1,355,902
With Donor Restrictions.....	\$ 324,208
Total Net Assets.....	\$ 1,680,110

TOTAL LIABILITIES AND NET ASSETS\$ 3,638,661

Statement of Activities

Support and Revenue

Fiscal Sponsorship	\$ 759,862
Government Grants	\$ 4,693,647
Public Support.....	\$ 1,712,874
Program Service Fee	\$ 219,861
In-Kind Support.....	\$ 1,192,249
Other Income.....	\$ 7,886
Total Support and Revenue.....	\$ 8,586,379

Expenses

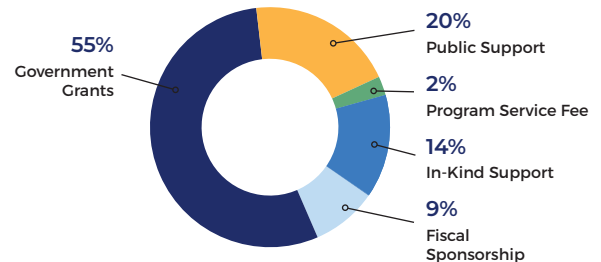
Program Services	\$ 7,109,373
Supporting Services.....	\$ 1,178,894
Fundraising and Development.....	\$ 248,996
Total Expenses.....	\$ 8,537,263

CHANGE IN NET ASSETS\$ 49,116

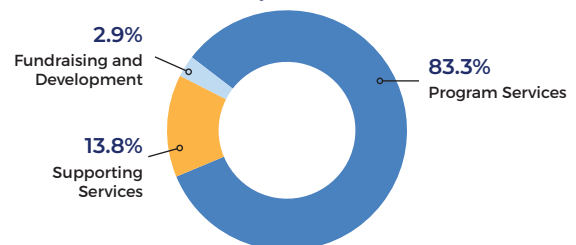
Net Assets, Beginning of Year	\$ 1,630,994
Net Assets, End of Year.....	\$ 1,680,110



Support And Revenue



Expenses



How You Can Help CFA

Invest in Our Work

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

Request a Speaker

Our experts are available to engage in deeper discussions about how research, data, and programs could apply to your community or organization needs and planning.

Discuss Research & Data

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

Participate in Initiatives

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

Learn more and get started at arizonafuture.org/partner



Donors

Reflects commitments made by corporations, foundations, government, and individual donors from July 1, 2022 – June 30, 2023.

Special Thanks To Our Donors

Visionary Leaders

(\$1 million and above)

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

Innovators

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

Arizona State University
ASU Foundation
The Burton Family Foundation
Sharon Dupont McCord
Diane and Gary Tooker*
Valley of the Sun United Way
Walmart / Walmart Foundation

Bright Future Partners

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

Arizona Developmental Disabilities Planning Council
City of Tucson
Garcia Family Foundation
Local First Arizona Foundation
Salt River Pima-Maricopa Indian Community
Thomas R. Brown Family Private Foundation
Mike and Cindy Watts*
Western Conservation Foundation

Empower Partners

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

The Aspen Institute
Helios Education Foundation
David Larcher
Chuck and Chris Michaels
National Bank of Arizona SRP
Vitalyst Health Foundation

Champions

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

The Affirm Cares Employee Foundation

APS / APS Foundation
Blue Cross® Blue Shield® of Arizona
The Flinn Foundation
Francis Family Foundation
John and Kathleen Graham
Hensley Beverage Company
McCarthy Building Companies
The Steele Foundation
Wells Fargo

Supporters

(\$2,500 - \$9,999)

Anonymous
Applied Materials Foundation Community Fund
Big Lots Foundation
Community Foundation for Southern Arizona
Cox Communications
Sybil Francis and Michael Crow
Charles and Laurie Goldstein Goodmans
Microsoft Corporation
OneAZ Community Foundation
Bill and Mary Kay Post
Rusing Lopez & Lizardi
Don and Dorothea Smith
Southern Arizona Leadership Council
U.S. Bank Foundation
Valle del Sol
Vogel Family Charitable Fund

Friends

(\$1 to \$2,499)

Albertsons, Safeway, and Vons – Southwest Division
Anonymous (8)
Ellen and Lon Babby
Jim and Melanie Baca
Betsey Bayless
Jessi Black
Peter Boyle
Sharon Brady
José Cárdenas
George and Eula Dean
Amanda Burke and Cody Deike

Desert Diamond Casinos
Jacqueline Doyle
Larissa Durkin
Cindy Erwin
Joseph (Sepp) Sprietsma and Lisa Galloway-Sprietsma
Laura M. Grisolano
Tennille Penaloza-Hagen and Michael Hagen
Carmen and Francisco Heredia
Jennifer Hernandez
Jaclyn and Paul Hoerner
Mark S Homan
Lynette Hrabik
Jill Harrison and David Johns
Joanne Kingman
Holly and Dale Kurtz
LAVIDGE
Tomás León
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*Multi-year commitment

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OUR IMPACT:

By the Numbers

435,000+

students impacted

16,200+

teachers impacted

760+

education leaders trained

195+

communities engaged across the state



325+

partners engaged

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