

# 2011 ARIZONA CIVIC HEALTH INDEX



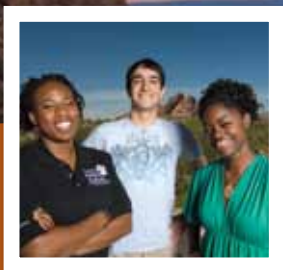
THE ARIZONA WE WANT



CENTER FOR THE  
FUTURE OF ARIZONA



National Conference on Citizenship  
*Chartered by Congress*



## ABOUT THE PARTNERS

### NATIONAL CONFERENCE ON CITIZENSHIP

At the National Conference on Citizenship (NCoC), we believe everyone has the power to make a difference in how their community and country thrive.

We are a dynamic, non-partisan nonprofit working at the forefront of our nation's civic life. We continuously explore what shapes today's citizenry, define the evolving role of the individual in our democracy, and uncover ways to motivate greater participation. Through our events, research and reports, NCoC expands our nation's contemporary understanding of what it means to be a citizen. We seek new ideas and approaches for creating greater civic health and vitality throughout the United States.

### THE CENTER FOR THE FUTURE OF ARIZONA

The Center for the Future of Arizona was established in 2002 by Dr. Lattie Coor to help Arizona shape its future through an action-oriented agenda that focuses on issues critical to Arizona's quality of life as it enters its second century.

More than a think tank, the Center is an independent "do tank" that combines research with innovative partnerships and initiatives that serve the public interest and the common good.

Governed by a distinguished board of directors, the Center is a 501(c)(3) organization funded through foundation, corporate and community contributions.

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## A MESSAGE FROM LATTIE COOR

When we set out to build a citizens' agenda for Arizona, I'm not sure we realized just how ground-breaking the venture would prove to be. We certainly didn't realize how remarkable and inspiring the journey would become.

It began with the Gallup Arizona Poll and *The Arizona We Want* report, which captured a compelling picture of what citizens think about life in Arizona communities, what concerns them and what they want for the future. Some of the news was surprisingly good. People in all regions of the state are deeply attached to Arizona, its open spaces and communities. They also agree more than they disagree about the key issues of the 21<sup>st</sup> Century, such as job creation, education, healthcare, energy and the environment.

At the same time, people expressed a number of concerns about the social and political fabric of Arizona, their sense that something had gone wrong in recent years and their growing distrust in the ability of elected officials to represent their interests and to solve the state's problems. These findings caused us to join with the National Conference on Citizenship (NCoC) to take a deeper look at Arizona's civic and social health. The resulting 2010 *Arizona Civic Health Index* provided a comprehensive set of national indicators that allow us to track and measure our progress toward the civic engagement and community building goals of *The Arizona We Want*.

Our work with Gallup and NCoC provides the factual baseline for all of us – citizens, community and business leaders, and elected officials – to start thinking and acting in new ways on behalf of Arizona's future. Not the least of our concerns is the need to address Arizona's current image as a financially strapped, economically distressed and socially contentious society. Although that image has elements of truth, Arizona is so much more.

For our part, the Center launched four initiatives this year as we move from innovative, practical research to local action that brings results. With programs like the Five Communities Project and others described in this report, we hope to inspire people to join us. Together we can focus the civic optimism and hope we are finding in communities across the state into transformational changes that achieve *The Arizona We Want*.

Thanks to all who continue to give your voice and energy to this challenging endeavor. Together, we believe we can find solutions to the issues that challenge our communities and fulfill the hopes of all Arizonans.

Best regards,

**Lattie Coor**

CEO and Chairman, Center for the Future of Arizona

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# THE ARIZONA WE WANT

## *Two Years Later, Six Steps Closer*

This is a good news story about Arizona. Over the last two years, the Center has moved six steps closer to creating a citizens' agenda for Arizona that helps the people of our state shape the future of their local communities. When we first began the effort to create a vision for Arizona that could survive transitions in leadership over time, it seemed so daunting a challenge as to be unachievable. We no longer believe that is the case. The path forward is not going to be quick or easy. But the collective impact of what citizens are willing to do to build community, prosperity and a more participatory democracy gives hope to all.

### **STEP 1: GALLUP ARIZONA POLL (OCTOBER 2009)**

***This groundbreaking study found two serious disconnects in Arizona.***

First, the consensus of citizens on key issues, such as job creation or protecting the environment was surprisingly high, making it possible to identify eight citizen goals for moving Arizona forward. Consensus was also apparent in the high dissatisfaction that citizens express for their elected officials. Only 10% of Arizonans believe that elected leaders represent their interests. (See *citizen goals*, page 24.)

Second, 36% of Arizonans are highly attached to their communities but don't feel connected to one another. The sense of attachment that Gallup found in all regions of the state was among the highest found anywhere in the nation. At the same time, only 12% of Arizonans believe strongly the people in their community care about one another. The results caused us to look more deeply into the social and political fabric of Arizona.

### **STEP 2: ARIZONA CIVIC HEALTH INDEX (2010, 2011)**

***The 2010 Arizona Civic Health Index was a resounding wake-up call.***

More than one-third of all Arizonans reported that they do not follow or discuss the news regularly. Arizona ranked 43<sup>rd</sup> in the nation for voter turnout in the 2008 Presidential election, and 40<sup>th</sup> for voter registration. Volunteering, charitable giving and participation in public meetings were all below national averages, often placing Arizona in the bottom quartile. Civic health indicators tracking our connections to family, friends and neighbors were well below national averages.

***The 2011 Arizona Civic Health Index offers some surprising results.***

Voter turnout in the 2010 Midterm election was high compared to the 2006 Midterm election (33<sup>rd</sup> in 2006 compared with 18<sup>th</sup> in 2010). It raised voter registration from 48<sup>th</sup> in the 2006 Midterm election to 27<sup>th</sup> in 2010. Over the last two years, Arizona made progress on a number of key civic health indicators and fell behind on others. Political discussion among family, friends and neighbors increased significantly in Arizona. So did a number of indicators that track social connectedness – eating dinner together, talking with family and friends online, doing favors for neighbors and attending community meetings about local issues. Arizona lost ground on others, such as belonging to organized groups, volunteering and making charitable contributions. (See *Key Findings*, page 7.)

**Overall, Arizona is making progress.** The results from both the *Civic Health Index* and Gallup emphasize how dynamic and fragile civic health and well-being are across the nation with national averages and individual state results varying tremendously from election to election and from year to year. Achieving *The Arizona We Want* means focusing the collective impact of citizens, elected leaders and organizations on the eight goals that citizens believe are critical to Arizona's second century.



# 36%

of Arizonans are highly attached to their communities but feel disconnected from one another.



### STEP 3: SCORECARDS FOR CITIZEN GOALS(2010-2011)

***Four statewide committees are helping identify key indicators and strategies to achieve citizen goals.***

When *The Arizona We Want* was first released, the Center committed to developing scorecards for each of the eight citizen goals. Developing indicators that everyone can use to focus on results, and that citizens can understand, will help mobilize people throughout the state around a common vision and set of goals that can survive transitions in leadership over time. The Center recruited groups of expert practitioners to serve on four statewide committees organized around job creation, education, healthcare and the environment. Snapshots of the recommendations to date are included in this report. (See page 24.)

### STEP 4: FIVE COMMUNITIES PROJECT (MAY 2011)

***A total of 96 Arizona communities responded to the Center's call for bold ideas.***

As a result of what we learned from the Gallup Arizona Poll and the *Arizona Civic Health Index*, the Center launched the Five Communities Project to see just how much vitality and creativity local communities have in these tough times. Communities of all kinds were invited to develop grant proposals that describe how they could achieve results on one or more of the citizen goals identified in *The Arizona We Want*.

The results were astounding – more than double what the Center expected. Communities across Arizona presented us with a dazzling array of community-based initiatives for everything from developing transborder economic development regions and region-wide winemaking consortiums to forging community networks to strengthen education, recreational opportunities and social networks for those in need. Others focus on what Arizonans believe is our state's greatest asset – its open spaces and the level of land use and water management planning needed statewide. All proposals recognize the importance of civic engagement, cross-sector collaborations and social connectedness as critical assets for moving Arizona forward. Ultimately, five communities will be selected to collaborate with the Center on a national funding proposal to move ideas into action. (See page 28.)

### STEP 5: EMPLOYEE ENGAGEMENT PROJECT (2011)

***An initiative to develop new pilot programs.***

One compelling conclusion from the last two years is how much employment matters in terms of civic engagement and social connectedness. The results indicate the impact extends far beyond occasional volunteerism and annual charity drives. Employees talk to co-workers about issues and share viewpoints and political positions. They take ideas and opinions home and, in short, we all learn from one another. With this in mind, the Center launched a pilot program this year that is still embryonic. But the idea behind it is that a small number of employers would work with the Center to explore ideas for connecting employees to the key issues of the community and state in nonpartisan ways that focus their collective attention on achieving citizen goals.

### STEP 6: THE GABE ZIMMERMAN PUBLIC SERVICE AWARDS (2011)

***Citizen trust in government must be restored.***

When the Center established *The Arizona We Want* Institute in fall 2009, it was envisioned as a bridge between citizens and leaders, including those non-elected public servants in Arizona who bring their dedication, skills and talent to all levels of government. We can't think of a better way to build a bridge in today's contentious world than to recognize exceptional public service in a meaningful and visible way. The awards are named in honor of Gabe Zimmerman, Congresswoman Gabrielle Giffords' Director of Community Outreach who lost his life on January 8, 2011 while serving the citizens of Arizona. (See page 31.)

# 10%

of Arizonans believe their elected officials represent their interests.



## THE 2011 ARIZONA CIVIC HEALTH INDEX

### *Some Surprising Results*

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The release of last year's report made the state's civic health a matter of concern for all Arizonans. The results said clearly that we have a long way to go to achieve the level of citizen engagement and sense of connection to one another that is necessary for a truly healthy and participatory democracy.

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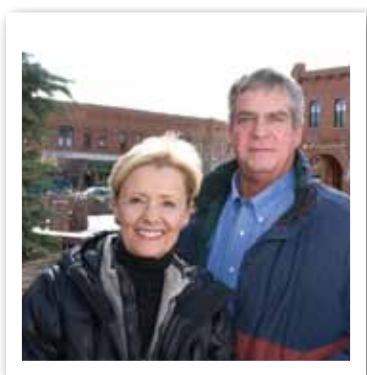
**What's changed in Arizona this year?** According to the Joint Legislative Budget Committee (JBLC), Arizona ended its fiscal year in July with the first growth in revenues since 2007, an 11.6% increase over last year. But the report also says the increase is more the result of one-time factors than an expanding Arizona economy. Unemployment was 9.3% in July 2011 and 31.3% of all home sales in July were foreclosures. To date, K-12 education, the state universities and healthcare have borne the brunt of state funding cuts throughout the recession.

As we learned in the Gallup Arizona Poll, Arizonans are well aware of the importance of education and job training to providing high-impact, well-paying industries with a career-ready workforce. They understand the role of research universities in diversifying the economy and in long-term job creation. They understand the challenge of managing the state's natural resources wisely (e.g., land use, state and national parks, water, timber, wildlife and energy resources) and providing the transportation and communications infrastructure required to keep pace with change in the 21st Century. It was also apparent to Arizonans when the Center released the 2010 *Arizona Civic Health Index* that we are equally challenged by the need to build the political and civic infrastructure to address issues that are national and global in scope, and to find real solutions that improve the lives of all Arizonans.

**In terms of civic health, how much difference can a year make?** Quite a lot, apparently. Even small changes in citizen behavior have triggered large results this year. And when you compare the changes across 50 states plus the District of Columbia, you realize that state rankings are highly volatile and the margins of difference between high-performing and low-performing states are not insurmountable. This is encouraging and exciting news.

**In fact, it caused the Center to begin challenging Arizonans throughout the state to set an ambitious goal – let's work together and focus our efforts on transforming Arizona into a top 10 state on every indicator measured by the *Civic Health Index*.** This is not a numbers game, rather a concerted effort to get Arizona's civic health moving in the right direction. Achieving *The Arizona We Want* is impossible unless citizens become actively engaged.

The Center for the Future of Arizona is pleased to join 23 other communities around the country to publish state- and municipal-level reports on civic health in America in partnership with the National Conference on Citizenship. The *Civic Health Index*, the nation's leading gauge of how well Americans connect to one another and to their communities, is based on the Center for Information & Research on Civic Learning and Engagement (CIRCLE) analysis of U.S. Census Current Population Survey (CPS) data.



## 2002

Arizona becomes first state to offer online voter registration.

## KEY FINDINGS

### How Arizona Compares to the Nation

#### ACTIONS THAT INFLUENCE GOVERNMENT

In last year's 2010 *Arizona Civic Health Index*, Arizona's performance was based on citizen responses about their participation in the 2008 Presidential election and other civic behaviors during 2008-2009. This year's report captures citizen responses about their participation in the 2010 Midterm election and other civic behaviors during 2010.

#### Voter Registration & Turnout (2010 Midterm Election)

2011 Report (2010 Data)	Nation	Arizona	Rank
<b>Arizona Voter Registration</b>	65.1%	66.0%	27 <sup>th</sup>
Among 18-to-29 year olds	49.2%	52.3%	14 <sup>th</sup>
<b>Arizona Voter Turnout</b>	45.5%	48.8%	18 <sup>th</sup>
Among 18-to-29 year olds	24.0%	30.6%	9 <sup>th</sup>

#### Express Political Views

2011 Report (2010 Data)	Nation	Arizona	Rank
Discuss politics with family, friends	26.0%	27.2%	21 <sup>st</sup>
Contact or visit a public official	9.9%	10.0%	32 <sup>nd</sup>

Note: All voter registration and voter turnout percentages are based on the number of **eligible citizens** who reside in Arizona based on U.S. Census data. This method is used by CIRCLE to create state rankings and trend lines due to variations in state policies regarding absentee ballots, how registered voters are qualified for counting, etc.

#### ACTIONS THAT BUILD COMMUNITY

The *Civic Health Index* includes a set of nine indicators that measure how connected people are to one another. The more connected people are, the more likely they are to participate in civic life.

#### Connect with Family, Friends and Neighbors

2011 Report (2010 Data)	Nation	Arizona	Rank
Eat dinner together most days	88.1%	87.4%	34 <sup>th</sup>
Talk with family, friends online frequently	54.3%	58.3%	16 <sup>th</sup>
Talk to neighbors frequently	42.3%	43.9%	22 <sup>nd</sup>
Do favors for neighbors frequently	15.2%	17.9%	9 <sup>th</sup>

#### Participate in Civic Life

2011 Report (2010 Data)	Nation	Arizona	Rank
Belong to one or more groups	33.3%	31.5%	40 <sup>th</sup>
Attend meetings about local issues	9.2%	9.4%	29 <sup>th</sup>
Volunteer	26.3%	23.9%	41 <sup>st</sup>
Work with neighbors to fix something	8.1%	8.3%	28 <sup>th</sup>
Make charitable contribution of \$25 or more	50.0%	51.3%	29 <sup>th</sup>

# 52%

of Arizonans in the 2010 Midterm election said they voted by mail.



Use your smart phone to:  
Submit comments  
or questions

## ACTIONS THAT INFLUENCE GOVERNMENT

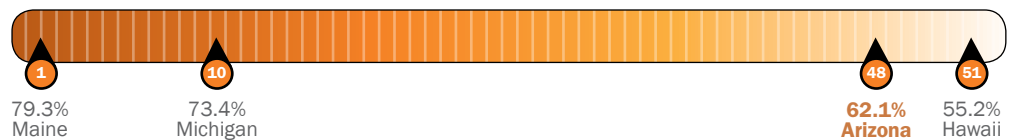
### Voter Registration & Voter Turnout

The most powerful way for citizens to influence government is by voting – choosing leaders to govern, manage the public life of our nation and address the challenges that confront the state and our local communities. Because Presidential election years have consistently higher voter turnout than Midterm election years, the 2011 *Arizona Civic Health Index* separates data on Midterm elections from data on Presidential elections.

### 1. Voter Registration (2006 - 2010 Midterm Elections)

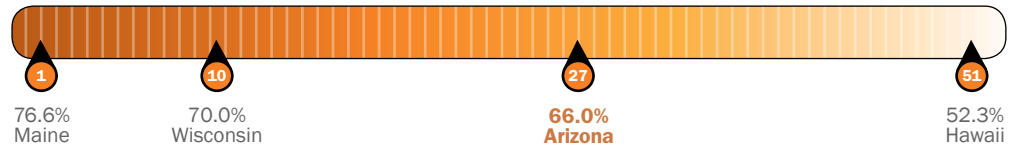
2006			2010		
AZ	Nation	Rank	AZ	Nation	Rank
62.1%	67.6%	48 <sup>th</sup>	66.0%	65.1%	27 <sup>th</sup>

#### 2006 TOP 10



#### 2006 LOW PERFORMING

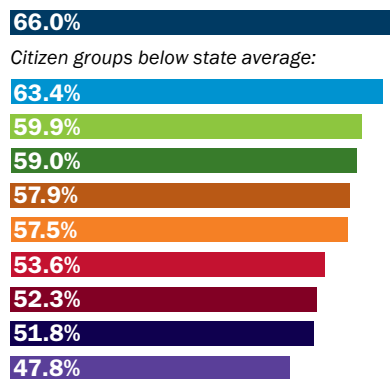
#### 2010 TOP 10



#### 2010 LOW PERFORMING

### 2010 Midterm Election Arizona Voter Registration

State average:



- Gender: Male
- Education (Age 25+): High school only
- Geographic: Rural
- Income: Less than \$35,000
- Ethnicity: Latino
- Marital Status: Single, never married
- Age: 18-to-29 year olds
- Employment: Unemployed
- Education (Age 25+): Less than high school diploma

**What Happened?** Arizona was one of 10 states that increased voter registration in the 2010 Midterm election. Arizona (+3.9%) and South Carolina (+3.8%) experienced the largest increases, a key factor in moving both states up in the national rankings. It is believed the statewide debate over SB 1070 helped drive citizen participation in Arizona's 2010 Midterm election.

**2010 Top 10:** Maine, Louisiana, Vermont, Mississippi, Washington, Minnesota, Michigan, Oregon, Iowa, Wisconsin

**The Arizona We Want Goal:** Increase voter registration in the 2014 Midterm election by a minimum 4 percentage points (the difference between Arizona and #10 Wisconsin), especially among citizen groups reporting participation below the state average.

**Challenges:** In the fall 2010 U.S. Census Current Population (CPS) Survey, 35.3% of unregistered citizens report they are not interested in politics or elections, 19.8% report they did not meet registration deadlines, and 18.8% report other reasons for not registering.



## Arizona

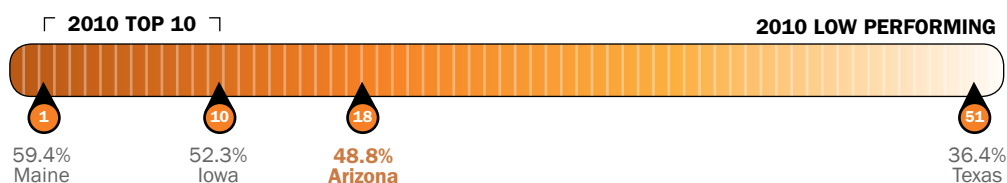
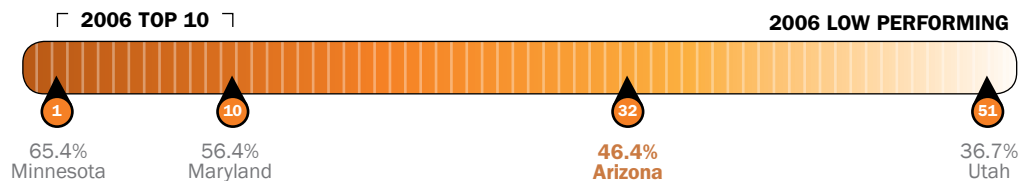
was one of only 10 states to increase voter registration in 2010.

*In North Dakota, citizens do not have to register to vote by law, and was therefore not included in this ranking.*



## 2. Voter Turnout (2006 - 2010 Midterm Elections)

2006			2010		
AZ	Nation	Rank	AZ	Nation	Rank
46.4%	47.8%	33 <sup>rd</sup>	48.8%	45.5%	18 <sup>th</sup>



**What Happened?** Arizona was one of 13 states that increased voter turnout in the 2010 Midterm election. The gains ranged from as low as 1 percentage point to as high as 10 percentage points in Louisiana. For the first time since 1974, Arizona exceeded the national average for Midterm voter turnout. It is believed that the statewide debate over SB 1070 helped drive citizen participation in Arizona's 2010 election.

### 2010 Midterm Election Arizona Voter Turnout

State average:

**48.8%**

Citizen groups below state average:

**44.8%**

**43.9%**

**42.6%**

**41.0%**

**39.2%**

**38.3%**

**33.8%**

**33.0%**

**30.5%**

- Education (Age 25+): High school only
- Geographic: Rural
- Age: 30-to-45 year olds
- Income: Less than \$35,000
- Employment: Unemployed
- Ethnicity: Latino
- Marital Status: Single, never married
- Education (Age 25+): Less than high school diploma
- Age: 18-to-29 year olds

**2010 Top 10:** Maine, Washington, Oregon, North Dakota, Vermont, Minnesota, South Dakota, Wisconsin, Colorado, Iowa

**18-to-29 Year olds:** Voter turnout among 18-to-29 Year olds in Midterm elections increased from 23% in the 2006 Midterm election to 31% in 2010, an increase that moved Arizona from 37<sup>th</sup> to 9<sup>th</sup> in the national rankings. Other top 10 states for this age group in 2010 include Oregon, North Dakota, South Carolina, Minnesota, Washington, South Dakota, Maine, the District of Columbia and Colorado. State rankings are not available for other demographic groups.

**The Arizona We Want Goal:** Increase voter turnout in the 2014 Midterm election by a minimum 3.5 percentage points (the difference between Arizona and #10 Iowa), especially among citizen groups reporting participation below the state average.

**Challenges:** In the fall 2010 U.S. Census CPS Survey, nearly 30% of Arizonans who did not vote indicated they were too busy and the election conflicted with their work or school schedules. Nearly 11% said they weren't interested and felt their vote wouldn't make a difference.

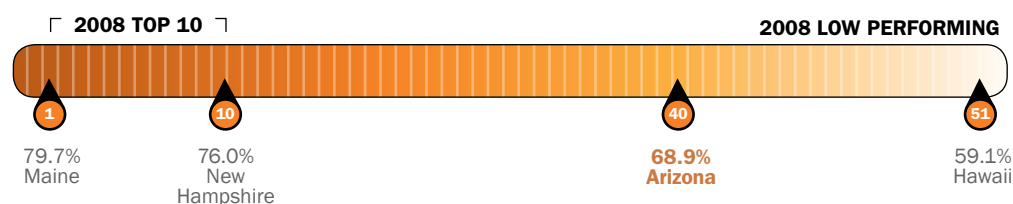
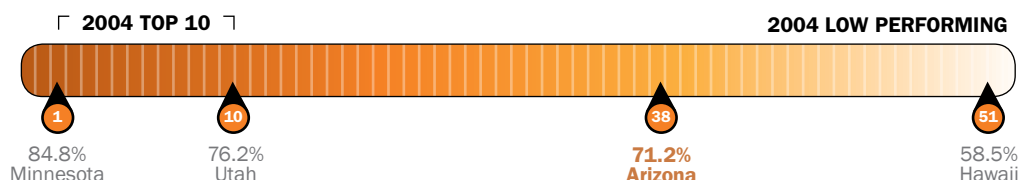
## Arizona

exceeded the national average for voter turnout in 2010.



### 3. Voter Registration (2004 - 2008 Presidential Elections)

2004			2008		
AZ	Nation	Rank	AZ	Nation	Rank
71.2%	72.5%	38 <sup>th</sup>	68.9%	71.0%	40 <sup>th</sup>



# 38%

of Arizona citizens who were not registered for the 2008 Presidential election said they were not interested or involved in politics.

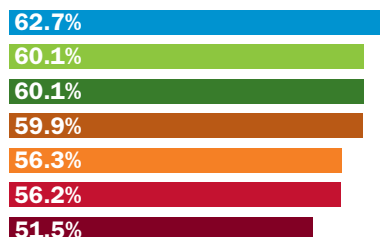
*In North Dakota, citizens do not have to register to vote by law, and was therefore not included in this ranking.*

#### 2008 Presidential Election Voter Registration

State average:

68.9%

Citizen groups below state average:



- Marital Status: Single, never married
- Education (Age 25+): High school only
- Geographic: Rural
- Age: 18-to-29 year olds
- Employment: Unemployed
- Income: Less than \$35,000
- Ethnicity: Latino

**What Happened?** In 2008, voter registration increased in 14 states compared to the 2004 election. Arizona's decrease of 2.3 percentage points was moderate compared to 15 other states, but it still helped move Arizona down in the national rankings.

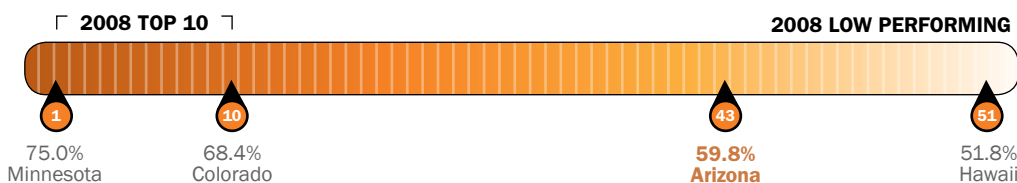
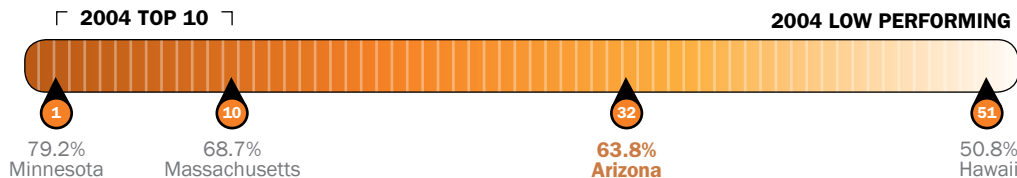
**2008 Top 10:** Maine, Minnesota, District of Columbia, Louisiana, Michigan, Mississippi, South Dakota, Wisconsin, Iowa, New Hampshire

**The Arizona We Want Goal:** Increase voter registration in the 2012 Presidential election by a minimum 7.1 percentage points (the difference between Arizona and #10 New Hampshire), especially among citizen groups reporting participation below the state average.

**Challenges:** In the fall 2008 U.S. Census Current Population (CPS) Survey, a total of 38.0% of unregistered citizens said they did not register to vote in the 2008 Presidential election because they were not interested or involved with politics.

#### 4. Voter Turnout (2004 - 2008 Presidential Elections)

2004			2008		
AZ	Nation	Rank	AZ	Nation	Rank
63.8%	63.8%	32 <sup>nd</sup>	59.8%	63.6%	43 <sup>rd</sup>



**What Happened?** Voter turnout in the 2008 election caused significant shifts in national rankings. A total of 21 states increased voter turnout, including Mississippi with a gain of 8 percentage points. Arizona's decrease of 4 percentage points was relatively high given the citizen response in other states, resulting in a sharp drop for Arizona in the rankings.

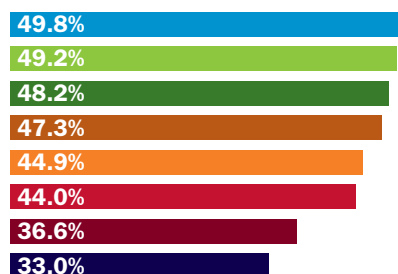
**2008 Top 10:** Minnesota, District of Columbia, New Hampshire, Maine, Wisconsin, Louisiana, Iowa, Mississippi, Virginia, Colorado.

##### 2008 Presidential Election Arizona Voter Turnout

State average:

59.8%

Citizen groups below state average:



- Employment: Unemployed
- Marital Status: Single, never married
- Education (Age 25+): High school only
- Geographic: Rural
- Income: Less than \$35,000
- Age: 18-to-29 year olds
- Ethnicity: Latino
- Education (Age 25+): Less than high school diploma

**The Educational Divide:** Education beyond high school is a key predictor of voter registration, voter turnout and other expressions of citizen engagement. Slightly more than 80% of all Arizonans with a college degree and nearly 76% of those with some college experience voted in the 2008 Presidential election.

**The Arizona We Want Goal:** Increase voter turnout in the 2012 Presidential election by a minimum 8.6 percentage points (the difference between Arizona and #10 Colorado), especially among citizen groups reporting participation below the state average.

**Challenges:** In the fall 2008 U.S. Census current Population (CPS) Survey, 21.4% of eligible Arizona citizens who did not vote said they were too busy with conflicting work or school schedules. Another 21.1% indicated they were not interested and their vote wouldn't make a difference. Nearly 11% said they did not like the candidates or campaign issues.

## Arizona's

voter turnout for Presidential elections since 1980 has been below the national average for all election years except 2004, when Arizona matched the national average of 63.8%.



## ACTIONS THAT INFLUENCE GOVERNMENT

### Express Political Views

Two key indicators of civic engagement are how frequently we discuss political issues with one another and how often we contact our elected public officials. In last year's report, Arizona's performance on these two indicators was based on citizen responses to questions about their actions in 2008-2009. This year's report, the 2011 *Arizona Civic Health Index*, captures citizen responses about their actions in 2010.

### 5. Discuss Politics with Family, Friends

#### 2010 Report (2008-2009 Data)

	AZ	Nation	Rank
Frequently	39.1%	39.3%	32 <sup>nd</sup>
Infrequently	29.9%		
Not at all	30.9%		

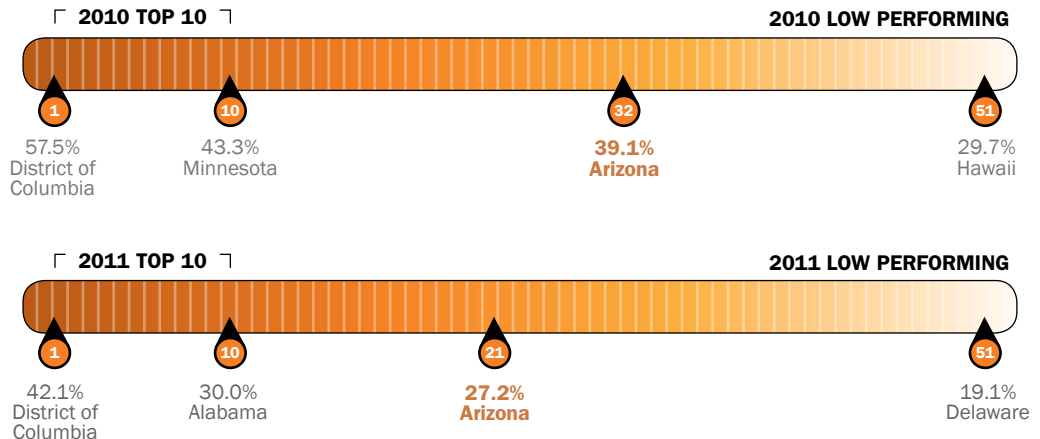
#### 2011 Report (2010 Data)

	AZ	Nation	Rank
Frequently	27.2%	26.0%	21 <sup>st</sup>
Infrequently	38.0%		
Not at all	34.7%		



# 27%

of Arizonans said they discuss politics frequently, higher than the national average.

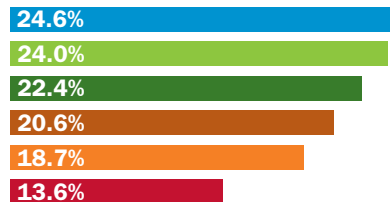


### Discussed politics frequently in 2010

State average:

**27.2%**

Citizen groups below state average:



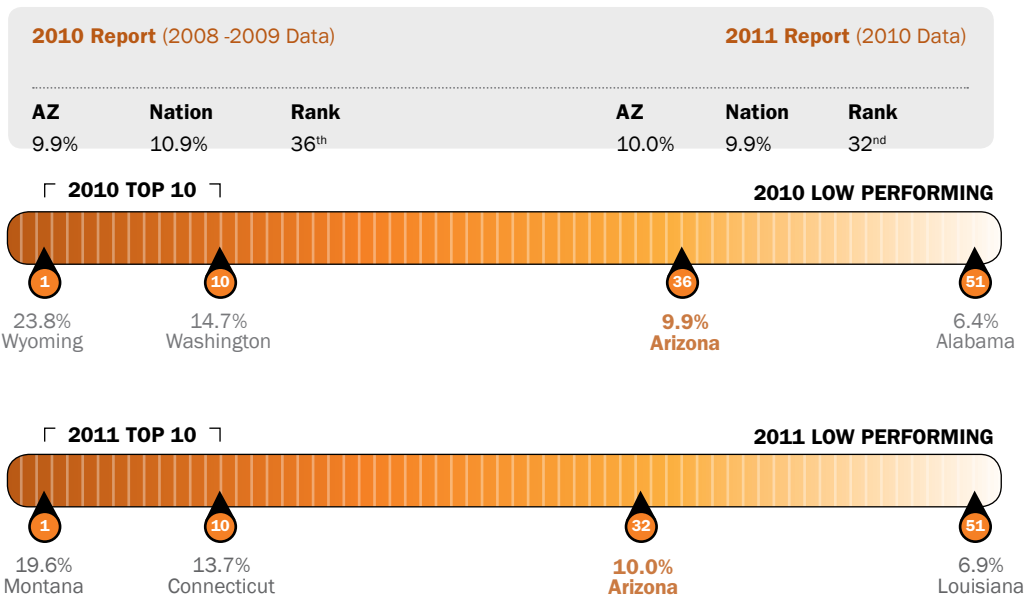
- Education (Age 25+): High school only
- Geographic: Suburban
- Income: Less than \$35,000
- Age: 18-to-29 year olds
- Employment: Unemployed
- Education (Age 25+): Less than high school diploma

**What Happened?** Less political discussion was reported in all states compared to 2008-2009, a Presidential election year. However, Arizona rose in the 2011 rankings because the frequency of our political discussions with family and friends was higher than the national average in a Midterm election year. Similarly, a modest 3 percentage point increase in Nevada moved the state from 50<sup>th</sup> to 18<sup>th</sup> in the nation.

**2011 Top 10:** District of Columbia, South Carolina, Oregon, Maine, Maryland, Alaska, Wyoming, Vermont, Mississippi, Alabama

**The Arizona We Want Goal:** Increase political discussion by a minimum 2.8 percentage points (the difference between Arizona and #10 Alabama), especially among citizen groups reporting participation below the state average.

## 6. Contact or Visit a Public Official



### Contacted or visited public official in 2010

State average:

**10.0%**

Citizen groups below state average:

**6.7%**

**6.6%**

**5.0%**

**4.6%**

**4.1%**

**3.7%**

- Ethnicity: Latino
- Income: Less than \$35,000
- Education (Age 25+): High school only
- Age: 18-to-29 year olds
- Employment: Unemployed
- Education (Age 25+): Less than high school diploma

**What Happened?** Arizona was one of 17 states reporting more citizen contact with public officials in 2010. Mississippi led the nation with an increase of 4.2 percentage points, moving them from 45<sup>th</sup> in the nation last year to 20<sup>th</sup> in 2011.

**2011 Top 10:** Montana, Vermont, Alaska, District of Columbia, Maine, Oregon, Wyoming, South Dakota, New Mexico, Connecticut

**The Arizona We Want Goal:** Increase citizen contact with elected officials overall by a minimum 3.7 percentage points (the difference between Arizona and #10 Connecticut), especially among citizen groups reporting participation below the state average.

# 10%

of Arizonans said they contacted or visited a public official in 2010.





## ACTIONS THAT BUILD COMMUNITY

### Connect with Family, Friends and Neighbors

When the Gallup Arizona Poll was released in October 2009, one key finding was the lack of connection Arizonans feel to one another. This disconnect was also seen in the 2010 *Arizona Civic Health Index*, which uses a total of nine indicators to measure how connected people are to one another. Research shows that the more connected people are, the more likely they will participate in civic life. Arizona moved up in the national rankings this year on all four measures.

### 7. Do Favors for Neighbors

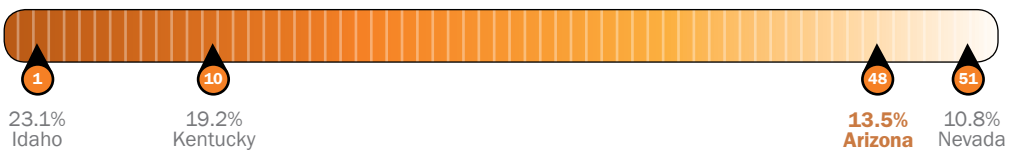
#### 2010 Report (2009 Data)

	AZ	Nation	Rank
Frequently	13.5%	16.2%	48 <sup>th</sup>
Occasionally	51.4%		
Not at all	48.6%		

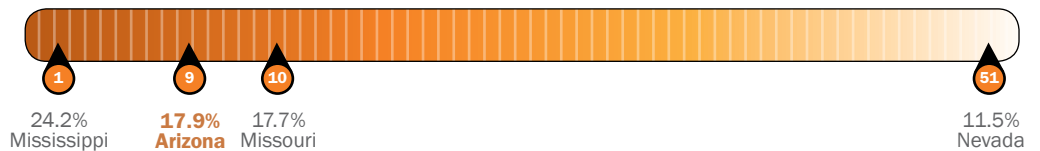
#### 2011 Report (2010 Data)

	AZ	Nation	Rank
Frequently	17.9%	15.2%	9 <sup>th</sup>
Occasionally	58.4%		
Not at all	41.6%		

#### 2010 TOP 10



#### 2011 TOP 10

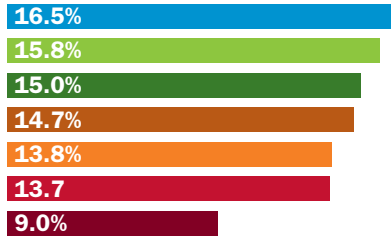


### Did favors for neighbors frequently in 2010

State average:

17.9%

Citizen groups below state average:



- Education (Age 25+): Less than high school diploma
- Employment: Employed
- Geographic: Urban
- Marital Status: Single, never married
- Income: \$50,000 to \$74,999
- Income: \$75,000 or more
- Age: 18-to-29 year olds

**What Happened?** With a 4.4% increase in doing favors for neighbors, Arizona jumped from 48<sup>th</sup> position in the national rankings to 9<sup>th</sup>. Among the 11 states reporting increases this year, Arizona reported the highest increase, closely followed by Mississippi. Arizona's 17.9% is now considerably above the national average.

**2011 Top 10:** Mississippi, Louisiana, West Virginia, Alabama, Alaska, South Carolina, Maine, Utah, Arizona, Missouri

**The Arizona We Want Goal:** This is the first time Arizona has ranked in the top 10 on any *Civic Health Index* indicator. The Center will continue to focus on the importance of strengthening the connections people have to their neighbors as a critical part of Arizona's civic health.



## Arizona

ranks in the top 10 for the first time on a *Civic Health Index* Indicator.



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## 8. Eat Dinner with Family, Household

### 2010 Report (2009 Data)

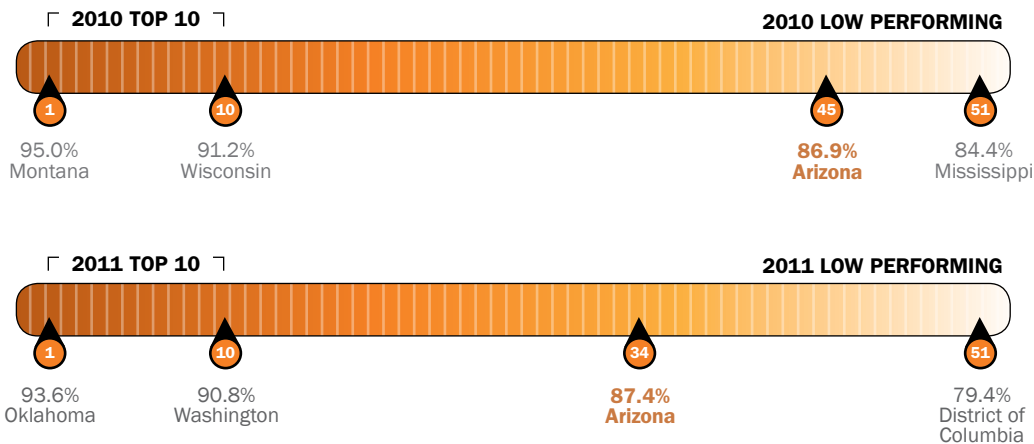
	AZ	Nation	Rank
Frequently	86.9%	89.1%	45 <sup>th</sup>
Occasionally	5.5%		
Not at all	7.6%		

### 2011 Report (2010 Data)

	AZ	Nation	Rank
Frequently	87.4%	88.1%	34 <sup>th</sup>
Occasionally	7.9%		
Not at all	4.7%		

## Arizona

moved up significantly in the rankings this year, illustrating that even small changes can produce large benefits.



### Ate dinner frequently with family, household in 2010

State average:

87.4%

Citizen groups below state average:

84.4%

84.2%

82.9%

- Income: Less than \$35,000
- Marital Status: Single, never married
- Age: 18-to-29 year olds

**What Happened?** Arizona was one of 18 states reporting an increase in families and household members sharing dinner most days, compared to 33 states reporting decreases. Arizona's increase of less than 1 percentage point was enough to significantly improve the state's ranking. Kentucky, Louisiana, Wyoming and most notably, West Virginia, showed even greater movement in the rankings.

**2011 Top 10:** Oklahoma, Colorado, Kentucky, Wyoming, Alaska, West Virginia, Wisconsin, Louisiana, Vermont, Washington

**The Arizona We Want Goal:** Increase frequency of sharing dinner together with family or household members by a minimum 3.4 percentage points (the difference between Arizona and #10 Washington), especially among citizen groups reporting participation below the state average.

## 9. Talk with Family, Friends Online

### 2010 Report (2009 Data)

	AZ	Nation	Rank
Frequently	51.8%	53.6%	33 <sup>rd</sup>
Occasionally	14.3%		
Not at all	31.4%		

### 2011 Report (2010 Data)

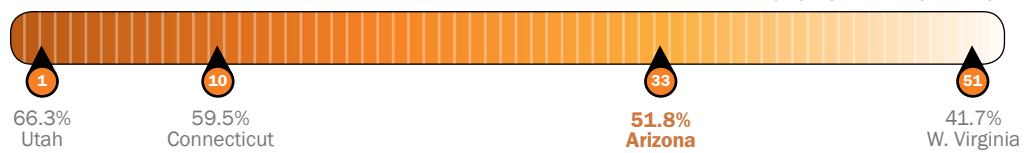
	AZ	Nation	Rank
Frequently	58.3%	54.3%	16 <sup>th</sup>
Occasionally	15.4%		
Not at all	26.3%		



# 58%

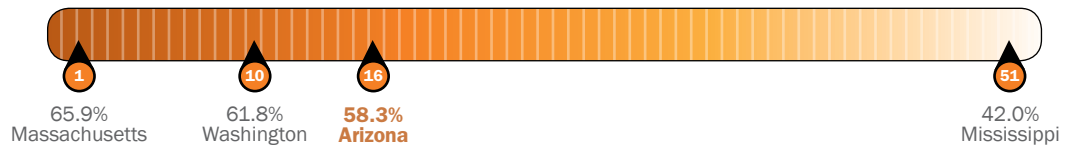
of Arizonans now report frequent use of the Internet for talking to family and friends.

#### 2010 TOP 10



#### 2010 LOW PERFORMING

#### 2011 TOP 10



#### 2011 LOW PERFORMING

### Talked frequently with family, friends online in 2010

State average:

58.3%

Citizen groups below state average:

55.4%

53.5%

51.3%

49.6%

44.6%

44.0%

39.9%

15.3%

- Gender: Male
- Geographic: Rural
- Education (Age 25+): High school only
- Income: \$35,000 to \$49,999
- Income: Less than \$35,000
- Ethnicity: Latino
- Age: 65+
- Education (Age 25+): Less than high school diploma

**What Happened?** People connecting on the Internet increased considerably this year nationwide. Arizona, Hawaii and Maine report the largest increases. Arizona moved from 33<sup>rd</sup> to 16<sup>th</sup> for online connections with family and friends. Hawaii had even bigger gains, moving from 42<sup>nd</sup> to 17<sup>th</sup>.

**2011 Top 10:** Massachusetts, Colorado, Oregon, New Hampshire, Alaska, Utah, District of Columbia, Maryland, Minnesota, Washington

**The Arizona We Want Goal:** Increase contact with family and friends by a minimum 3.5 percentage points (the difference between Arizona and #10 Washington), especially among citizen groups reporting participation below the national average.

## 10. Talk with Neighbors

### 2010 Report (2009 Data)

	AZ	Nation	Rank
Frequently	39.9%	45.8%	49 <sup>th</sup>
Occasionally	35.0%		
Not at all	25.1%		

### 2011 Report (2010 Data)

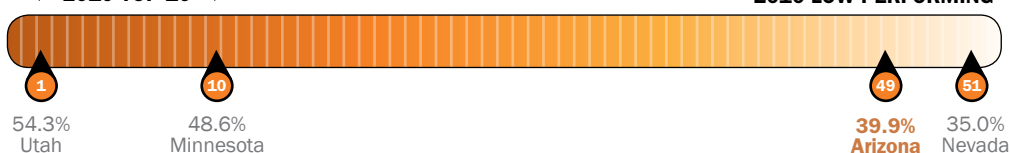
	AZ	Nation	Rank
Frequently	43.9%	42.3%	22 <sup>nd</sup>
Occasionally	34.1%		
Not at all	22.0%		

# 12%

of Arizonans believe the people in their community care about one another.

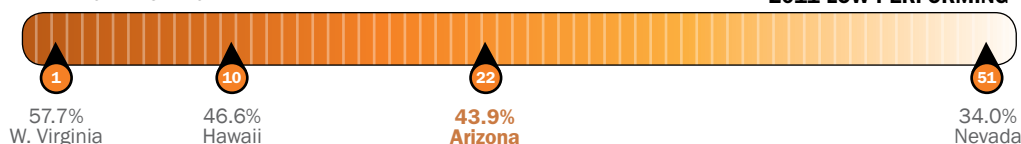


#### 2010 TOP 10



#### 2010 LOW PERFORMING

#### 2011 TOP 10



#### 2011 LOW PERFORMING

### Talked with neighbors frequently in 2010

State average:

**43.9%**

Citizen groups below state average:

**39.0%**

**33.0%**

**26.8%**

Income: \$75,000 or more

Marital Status: Single, never married

Age: 18-to-29 year olds

**What Happened?** Although the national average dropped 3.5 percentage points, Arizonans increased their contact with neighbors by 4 percentage points, the second highest among 10 states reporting increases. South Dakota citizens reported the highest increase, moving them from 38<sup>th</sup> to 4<sup>th</sup> in the nation this year."

**2011 Top 10:** West Virginia, Louisiana, Utah, South Dakota, District of Columbia, Mississippi, Alabama, Vermont, Oregon, Hawaii

**The Arizona We Want Goal:** Increase the frequency of time spent visiting with neighbors by a minimum 2.5 percentage points (the difference between Arizona and #10 Hawaii), especially among citizen groups reporting participation below the state average.

## ACTIONS THAT BUILD COMMUNITY

### Participate In Civic Life

Regular participation in community life is one of the building blocks of a successful democracy. The *Civic Health Index* uses a set of five indicators to measure citizen involvement. The following two-year comparisons show civic participation decreasing nationally on four indicators. Arizona lost ground on group memberships and volunteerism but improved on three others.

#### 11. Attend Community Meetings About Local Issues (age 16+)

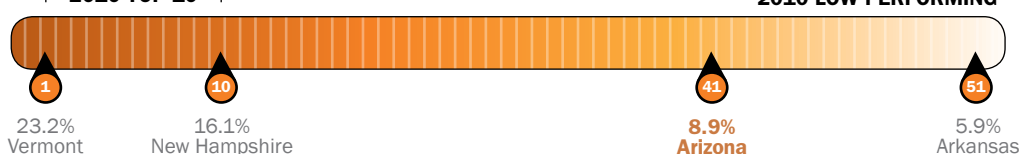
##### 2010 Report (2008-2009 Data)

AZ	Nation	Rank
8.9%	9.9%	41 <sup>st</sup>

##### 2011 Report (2010 Data)

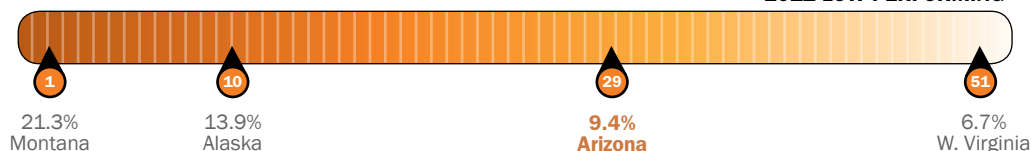
AZ	Nation	Rank
9.4%	9.2%	29 <sup>th</sup>

##### 2010 TOP 10



##### 2010 LOW PERFORMING

##### 2011 TOP 10



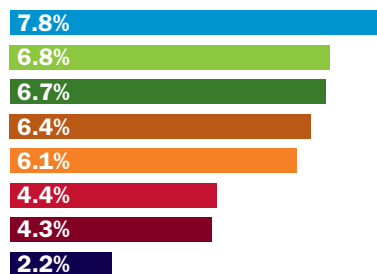
##### 2011 LOW PERFORMING

#### Attended community meetings in 2010

State average:



Citizen groups below state average:



- Education (Age 25+): High school only
- Marital Status: Single, never married
- Income: Less than \$35,000
- Age: 18-to-29 year olds
- Geographic: Urban
- Ethnicity: Latino
- Employment: Unemployed
- Education (Age 25+): Less than high school diploma

**What Happened?** Arizona was one of 11 states that increased citizen attendance at community meetings, and now exceeds the national average. Mississippi and Missouri experienced similar increases, moving up in the rankings to 27<sup>th</sup> and 28<sup>th</sup> respectively.

**2011 Top 10:** Montana, Vermont, Maine, New Hampshire, North Dakota, Wyoming, South Dakota, District of Columbia, Washington, Alaska

**The Cultural Divide:** 29.4% of Arizona's population is Latino according to U.S. Census data. Although this citizen group reports lower than average participation for belonging to groups and attending a community meeting, Latino participation is now close to the state average for discussing politics and talking to neighbors. Latinos exceed the state average for having dinner with family members.

**The Arizona We Want Goal:** Increase citizen participation in community meetings by a minimum 4.5 percentage points (the difference between Arizona and #10 Alaska), especially among citizen groups reporting participation below the state average.

# 9%

of Arizonans said they attended a community meeting about a local issue in 2010.

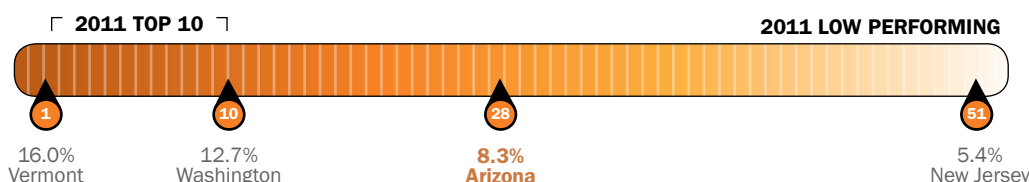
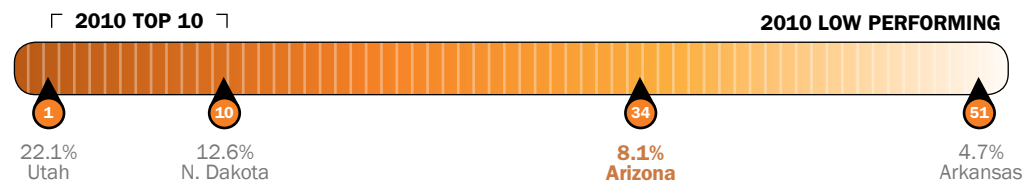


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## 12. Work with Neighbors to Fix or Improve Something (age 16+)

2010 Report (2009 Data)			2011 Report (2010 Data)		
AZ	Nation	Rank	AZ	Nation	Rank
8.1%	8.8%	34 <sup>th</sup>	8.3%	8.1%	28 <sup>th</sup>



### Worked with neighbors to fix something in 2010

State average:

**8.3%**

Citizen groups below state average:

**6.9%**

**6.4%**

**5.1%**

**5.1%**

**5.0%**

**4.6%**

**4.3%**

**3.6%**

**2.9%**

- Education (Age 25+): High school only
- Age: 30-to-45 year olds
- Income: Less than \$35,000
- Age: 18-to-29 year olds
- Ethnicity: Latino
- Marital Status: Single, never married
- Employment: Unemployed
- Geographic: Rural
- Education (Age 25+): Less than high school diploma

**What Happened?** Arizona was one of 15 states reporting an increase this year. The indicator has only been tracked nationally since 2006, and this is the first time Arizona has exceeded the national average.

**2011 Top 10:** Vermont, South Dakota, Montana, Idaho, North Dakota, Utah, Alaska, District of Columbia, Wyoming, Washington

**The Arizona We Want Goal:** Increase citizen involvement with neighbors by a minimum 4.4 percentage points (the difference between Arizona and #10 Washington), especially among citizen groups reporting participation below the state average.

## Arizona

exceeds national average for the first time since 2006 when the U.S. Census began tracking how frequently citizens are working with neighbors to fix or improve something.



### 13. Belong to One or More Groups (age 16+)

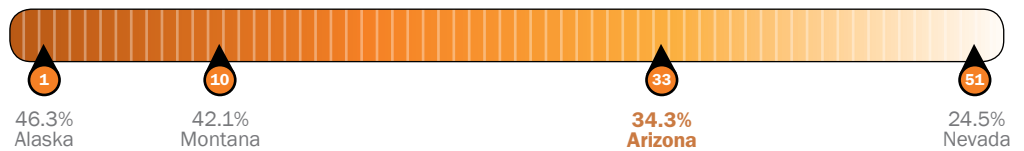
#### 2010 Report (2009 Data)

AZ	Nation	Rank
34.3%	35.1%	33 <sup>rd</sup>

#### 2011 Report (2010 Data)

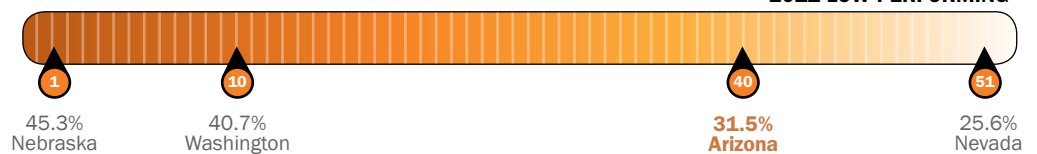
AZ	Nation	Rank
31.5%	33.3%	40 <sup>th</sup>

#### 2010 TOP 10



#### 2010 LOW PERFORMING

#### 2011 TOP 10



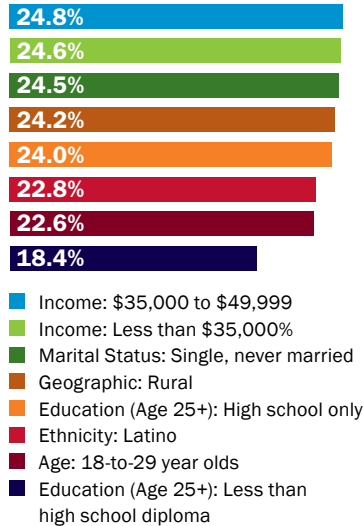
#### 2011 LOW PERFORMING

#### Belonged to one or more groups in 2010

State average:

**31.5%**

Citizen groups below state average:



**What Happened?** Arizona was among 33 states that lost ground this year for group participation, dropping from 33<sup>rd</sup> to 40<sup>th</sup> in the nation. Other states gained in the rankings. Nebraska, for example, moved from 18<sup>th</sup> to 1<sup>st</sup> with an increase of 6 percentage points.

**2011 Top 10:** Nebraska, Minnesota, Utah, Colorado, Kansas, Alaska, Wisconsin, South Dakota, Iowa, Washington

**Group Participation:** In Arizona, citizens report participation in the following types of organizations: school, neighborhood or community associations (10.5%), service or civic associations (5.5%), sports or recreation associations (11.1%), religious institutions (17.5%) and other (5.4%). A total of 8.4% said they served in a leadership role in 2010, compared to 17% for #1 ranked South Dakota.

**The Arizona We Want Goal:** Increase citizen involvement in groups and organizations by a minimum 9.2 percentage points (the difference between Arizona and #10 Washington), especially among citizens groups reporting participation below the state average.

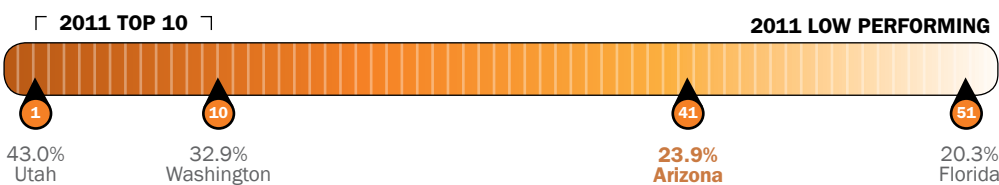
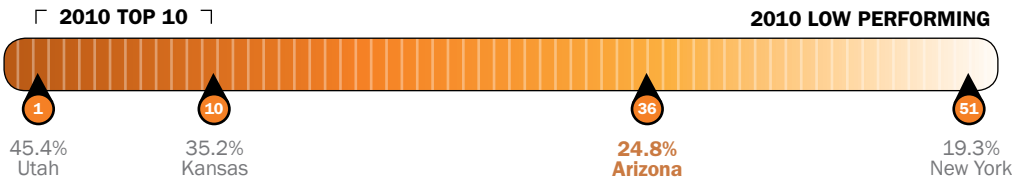


## Arizona

ranks 38th in the nation for citizens who serve community organizations in a leadership role.

## 14. Volunteered in Last 12 Months (age 16+)

2010 Report (2009 Data)			2011 Report (2010 Data)		
AZ	Nation	Rank	AZ	Nation	Rank
24.8%	26.8%	36 <sup>th</sup>	23.9%	26.3%	41 <sup>st</sup>

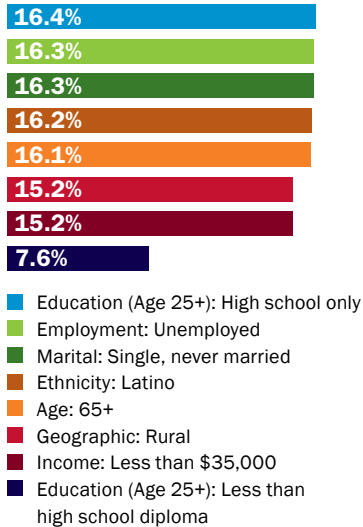


### Volunteered in 2010

State average:

**23.9%**

Citizen groups below state average:



**What Happened?** Only 12 states reported an increase this year. The increases range from 2% to 5% with Louisiana, Massachusetts, Mississippi and New Mexico moving up in the rankings by at least 10 ranking positions.

**2011 Top 10:** Utah, Minnesota, South Dakota, Wisconsin, Iowa, Nebraska, Kansas, Vermont, Idaho, Washington

**The Arizona We Want Goal:** Increase volunteering in Arizona by a minimum 9 percentage points (the difference between Arizona and #10 Washington), especially among citizen groups reporting participation below the state average.

## 2002

Arizona's rate for volunteerism has been 2% to 5% below the national average since 2002.



## 15. Made Charitable Contribution of \$25 or more (Age 16+)

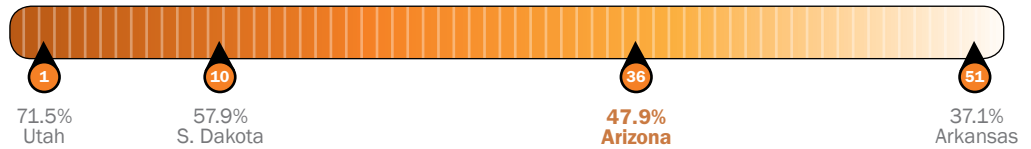
### 2010 Report (2009 Data)

AZ	Nation	Rank
47.9%	50.0%	36 <sup>th</sup>

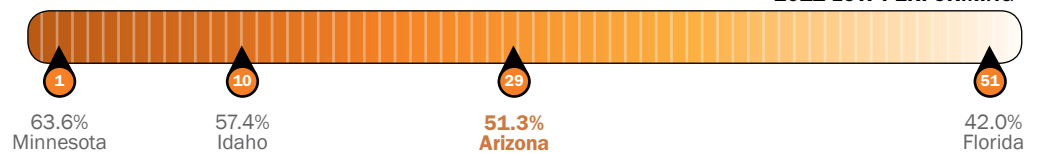
### 2011 Report (2010 Data)

AZ	Nation	Rank
51.3%	50.0%	29 <sup>th</sup>

#### 2010 TOP 10



#### 2011 TOP 10



## Arizona

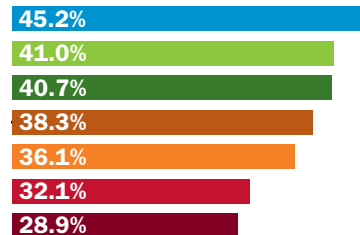
was one of 23 states reporting an increase in charitable giving this year.

### Made charitable contribution in 2010

State average:

**51.3%**

Citizen groups below state average:



- Income: \$35,000 to \$49,999
- Ethnicity: Latino
- Income: Less than \$35,000
- Geographic: Rural
- Education (Age 25+): Less than high school diploma
- Age: 18-to-29 year olds
- Marital Status: Single, never married

**What Happened?** Although the national average remained constant at 50%, Arizona was one of 23 states reporting an increase in charitable giving this year. Arkansas citizens reported the largest increase (13.3%), moving them from 51<sup>st</sup> last year to 33<sup>rd</sup>.

**2011 Top 10:** Minnesota, Utah, Wisconsin, Washington, Kansas, Connecticut, Colorado, New Hampshire, Nebraska, Idaho

**The Arizona We Want Goal:** Increase charitable giving in Arizona by a minimum 6.1 percentage points (the difference between Arizona and #10 Idaho), especially among citizen groups reporting participation below the state average.

# 2011 ARIZONA CIVIC HEALTH INDEX

## Technical Notes

Findings presented above are based on CIRCLE'S analysis of the Census Current Population Survey (CPS) data. Any and all errors are our own. Volunteering estimates are from CPS September Volunteering Supplement, 2002-2010, and the Volunteering in America website at [www.volunteeringinamerica.gov](http://www.volunteeringinamerica.gov). Voting and registration data come from the CPS November Voting/Registration Supplement, 2004-2010, and all other civic engagement indicators, such as access to information and connection to others, come from the CPS 2010 November Civic Engagement Supplement. For some indicators, the 2008 and 2009 data were combined whenever possible, to achieve the largest possible sample size and to minimize error.

CIRCLE uses CPS data because it is rigorous, has a large sample, and is conducted within two weeks after each election, when people are still likely to remember whether or not they voted. The CPS supplements have a large sample of over 100,000 and can therefore be used to estimate voting trends among various groups. For example, the CPS can be used to estimate changes in voting patterns for young women and men, for racial and ethnic groups, and for young people of different education levels. Finally, the CPS is a good source for tracking voting trends over time because the CPS has used a consistent methodology throughout the years so trend lines can be created for voters back to 1972. Most states do not collect demographic information about their voters.

Estimates for the volunteering indicators (e.g., volunteering, working with neighbors, making donations) are based on U.S. residents ages 16 and older. Estimates for civic engagement and social connection indicators (e.g., exchanging favors with neighbors) are based on U.S. residents ages 18 and older. Voting and registration statistics are based on U.S. citizens who are 18 and older (eligible voters). Any time we examined the relationship between educational attainment and engagement, estimates are only based on adults ages 25 and older, based on the assumption that younger people may still be completing their education. The sample size for the 2010 September Volunteering Supplement for Arizona is 1224. The sample size for Arizona for the 2010 November Civic Engagement Supplement is 1261.

Because we draw from multiple sources of data with varying sample sizes, we are not able to compute one margin of error for the state across all indicators. In Arizona, the margins of error for major indicators varied from  $\pm 1.5\%$  to  $3.2\%$ , depending on the sample size and other parameters associated with a specific indicator. Any analysis that breaks down the sample into smaller groups (e.g., gender, education) will have smaller samples and therefore the margin of error will increase. It is also important to emphasize that our margin of error estimates are approximate, as CPS sampling is highly complex and accurate estimation of error rates involves many parameters that are not publicly available.

[www.ArizonaFuture.org](http://www.ArizonaFuture.org)  
[www.TheArizonaWeWant.org](http://www.TheArizonaWeWant.org)

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Access The Arizona  
We Want website

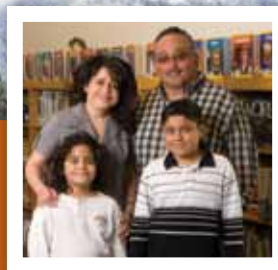
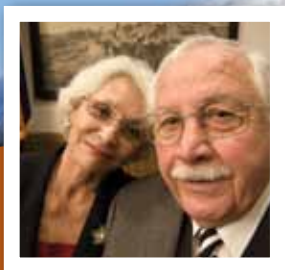


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Health Index



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# Citizen Goals

*(Gallup Arizona Poll)*

Create quality jobs for all Arizonans.

Prepare Arizonans of all ages for careers in the 21st century.

Make Arizona “the place to be” for talented young people.

Make healthcare more available and affordable.

Protect Arizona’s natural environment, water supplies and open spaces.

Build a modern, effective transportation system and infrastructure.

Empower citizens and increase civic involvement.

Foster citizen well-being and sense of connection to one another.

## THE ARIZONA WE WANT SCORECARDS

### *Objectives, Strategies and Indicators*

As Arizona struggles to navigate through its most difficult economic challenges since the 1930’s, there is no better time to focus on our fundamental values as a state and where we go from here. *The Arizona We Want*, through the Gallup Arizona Poll, provides that clear, comprehensive citizen voice.

Over the last year, the Center has moved rapidly to translate the eight citizen goals identified by the Gallup Arizona Poll into programs that provide communities with the tools and resources they need to achieve meaningful results for Arizona. One commitment was to develop scorecards for each goal that include:

- **One or more long-term objectives (measurable)**
- **Suggested strategies for achieving them, and**
- **Key indicators to measure Arizona’s progress over time.**

Scorecards are under development for four citizen goals – job creation, education, healthcare and the environment. Advisory groups of experts and stakeholders representing diverse perspectives are helping shape the content for each scorecard, coordinating their work with other planning efforts underway across all sectors and levels of government as they do so.

### GOAL 1

#### **Create quality jobs for all Arizonans.**

Arizona will have a strong and resilient economy. It will be less vulnerable to economic recessions and will provide all Arizonans with opportunities for quality employment and higher wages.

**Long-term objective:** Raise Arizona’s average (mean) wage to one of the nation’s top 10.

Arizona’s average (mean) wage in 2009 was \$42,832 according to the U.S. Bureau of Labor Statistics (BLS). The target wage to ensure prosperity for Arizonans in the future is \$56,967, an increase of 133%.

**Suggested strategies:** Focus economic development efforts and incentives statewide on growing high impact businesses. By definition, high impact employers generate more than 50% of their revenue from sales outside Arizona, pay an average wage that is 133% higher than the prevailing county average in which they reside, and make an annual capital investment of at least \$1 million in a rural area or \$5 million in an urban area.

The focus on net export companies will help to insulate Arizona from the impact of recessions, expand customer markets and increase the competitiveness of Arizona businesses in larger, more diverse markets.

To further support job creation, the advisory group encourages the Arizona Commerce Authority to focus on retaining, expanding and attracting high impact businesses, giving special attention to young, rapidly growing companies that disproportionately add jobs, and to collaborating with regional economic development organizations.

Recommendations include adopting a separate property tax classification that provides tax relief to high impact employers and adequately funding the State's job training program, targeted at the workforce needs of high impact companies and reimbursing a proportion of trainee wages (e.g., 60%) to companies for newly created jobs.

Advisors also recommend modifying the Governor's "deal closing" fund so that distributions are tied to collaboration with counties and municipalities, targeted to high impact employers, and dependent on a Return on Investment (ROI) that is realized in 5-to-7 years.

**Key indicators include:** Number of new high wage jobs per annum. Number of new full-time jobs per annum. Number of new full-time jobs per annum from net exporters. Total number of full-time Arizona jobs.

## GOAL 2

### *Prepare Arizonans of all ages for careers in the 21st Century.*

Arizona students will be competitive nationally and internationally upon high school graduation with the knowledge and skills to succeed in college or a career; all Arizonans will have access to high wage job training programs.

**Long-term objective:** Increase the number of Arizonans age 25-to-34 years old with either a four-year bachelor's degree, a two-year associate's degree or an industry-recognized training credential. According to the Census Bureau's 2009 American Community Survey (ACS),

- **24% of Arizonans in this age group hold a bachelor's degree compared to 31% nationally.**
- **32% of Arizonans in this age group hold an associate's degree or higher compared to 39% nationally.**

For Arizona to become one of the nation's top 10, the state needs to increase the number of citizens with an associate's degree or higher from 32% to 48%. Massachusetts currently ranks 1st with 54%.

**Suggested strategies:** Implement programs like *Move on When Ready*, a performance-based education model designed to increase student academic achievement to national and international levels; provide students a minimum college readiness level by the end of 10<sup>th</sup> grade; reduce the remediation rate in post-secondary institutions; and prepare students for success in their chosen educational pathway including obtaining their bachelor's or associate's degrees or occupational license.

# 48%

To become a top 10 state, Arizona needs to increase the number of citizens with an associate's degree or higher from 32% to 48%.

National Center for Higher Education Management Systems



**Use your smart phone to:**  
Submit comments  
or questions

Other strategies include strengthening science, technology, engineering and math (STEM) education at all levels, introducing Algebra to all students by 8<sup>th</sup> grade, delivering math and science education to rural areas via e-learning and developing new funding models for all education levels based on performance, such as graduation rates, student performance on national and international benchmarks, etc.

**Key indicators include:** Percentage of children who are “school ready” when they enter kindergarten. Percentage of students who achieve “proficient” on NAEP (national benchmark) in reading, math and science in 4<sup>th</sup>, 8<sup>th</sup> and 12<sup>th</sup> grades. Percentage of students graduating from high school. Percentage of students entering college who need remediation. Growth in number of industry-recognized training credentials awarded to Arizonans. College degrees awarded and degrees awarded in STEM disciplines. Improvement on all indicators across all ethnic and income groups.

#### GOAL 4

##### ***Make healthcare more available and affordable.***

Arizona citizens will have access to quality, cost-effective health care and health insurance, and they will be better able to prevent and manage chronic disease – a major cost driver.

**Long-term objective:** Arizona’s will rank among the top 10 states in health and well-being, accessibility of health care, quality and cost-effectiveness of health care and reduced incidence of behaviors that contribute to chronic health conditions such as obesity and tobacco use. Current rankings, target goals and progress going forward will be tracked by national research provided by America’s Health Rankings, Commonwealth State Scorecards, Kaiser Health Facts, National Healthcare Quality Report, Surescripts and the Gallup-Healthways Health and Well-being Index.

##### ***Suggested strategies:***

- **To improve accessibility:** Increase the number of primary care physicians, expand the availability of training programs statewide, enhance the cultural competency of healthcare professionals, and create a health insurance marketplace where consumers and small businesses can easily compare insurance options and receive subsidies to purchase coverage.

**Key Indicators include** (with current Arizona rank): Percentage of population who have health insurance (46<sup>th</sup>) and number of primary care physicians per 100,000 (44<sup>th</sup>). Percentage of those who always got an appointment for illness/injury/condition (40<sup>th</sup>) and for those adults on Medicare managed care who had good communication with their providers (43<sup>rd</sup>).

- **To improve quality and cost-effectiveness:** Change insurance payment practices to reward quality, coordination of care and cost effectiveness. Provide Arizonans with information that helps them compare the quality and value they get from private insurance options.

**Key indicators include** (with current Arizona rank): Medicare hospital readmissions as a percentage of admissions (33<sup>rd</sup>). Percentage of at-risk adults who have visited the doctor for a routine check-up in the past two years (24<sup>th</sup>). Percentage of children who have a regular healthcare provider (45<sup>th</sup>). The number of Physicians e-prescribing (28<sup>th</sup>). Poor mental health days (25<sup>th</sup>). Medicare (Part A and Part B) expenditures per enrollee (32<sup>nd</sup>). Average monthly premium (per person) in the individual market (40<sup>th</sup>).

- **To improve overall citizen health and well-being:** Make policy and environmental changes that encourage people to eat healthy, be physically active and live tobacco free.

**Key indicators include** (with current Arizona rank): Percentage of Arizonans who are obese (19<sup>th</sup>). Percentage of children ages 10-17 who are overweight (24<sup>th</sup>). Percentage of Arizonans who smoke (11<sup>th</sup>). Public health funding per person (43<sup>rd</sup>). Percentage of citizens who rate their health status as “fair” or “poor” (25<sup>th</sup>).



## 46<sup>th</sup>

Arizona’s national rank for percentage of population who have health insurance.

America’s Health Rankings



## GOAL 5

### ***Protect Arizona's natural environment, water supplies and open spaces.***

Arizona will be internationally recognized for its ability to leverage its commitment to the environment in ways that also support economic prosperity.

**Long-term objective:** All regions of the state will have water management plans in place that ensure sustainable water resources and delivery. New development will ensure the advantages of growth while preserving the natural open spaces, wildlife habitat and recreational assets that define Arizona's quality of life to citizens. Renewable energy will support economic development statewide, and will become one of Arizona's most valuable exports.

#### ***Suggested strategies:***

- **To ensure water supplies:** Develop state regional and municipal plans that ensure water delivery via all providers, natural and commercial. Identify water sources and watersheds vital to future water supplies and the natural environment, and develop funding plan to protect and enhance these waters and lands.

**Key indicators include:** Increasing numbers of Arizona rivers that are flowing and healthy by national standards. Positive trends in water use on all metrics.

- **To achieve balanced growth:** Develop 2012 ballot measure that modernizes state trust land management in ways that conserve ecologically important lands, create more livable communities and increase funding for Arizona schools. Work with the Governor's Forest Health Council to identify incentives to increase the number of acres of healthy forests in Arizona, and to support business development for sustainable wood products.

**Key indicators include:** Percentage of people living with 5 miles of publicly accessible natural open space. Percentage of state forests meeting national health forest standards. Amount and proportion of new development proposed in areas identified as important wildlife habitat and open space by jurisdiction. Increasing investments in and acres of wildlife habitat and natural open protected by jurisdiction.

- **To develop renewable energy resources:** Work with the Governor's office to achieve policies and practices that encourage the growth of the renewable energy resources as a core industry and key driver of job creation in Arizona.

**Key indicators include:** Increasing reliance among all user groups on renewable energy resources, growth in renewable energy exports.

#### **ABOUT THE SCORECARD PROCESS**

Scorecard development for Goal 3, make Arizona "the place to be" for talented young people, and Goal 6, build the transportation and communications infrastructure Arizona needs for the future, will begin in fall 2011. Key indicators for Goal 7, increase citizen engagement, and Goal 8, increase the sense of connection that citizens feel to one another, are tracked and measured by the *Arizona Civic Health Index*.

Visit [www.TheArizonaWeWant.org/Scorecards](http://www.TheArizonaWeWant.org/Scorecards) to follow efforts to develop indicators to track and measure progress on the citizens' agenda. In addition, a partnership has been established with the Arizona Indicators Project (AIP) to provide a special dashboard for *The Arizona We Want*.

# 47%

of Arizonans rate the natural beauty of Arizona as its greatest asset, followed closely by the availability of parks and open spaces, among 14 characteristics.

Gallup Arizona Poll



## THE 5 COMMUNITIES PROJECT— MEET THE FINALISTS

### *Citizens and Communities that will Inspire You*

In the Gallup Arizona Poll, we learned that citizens are highly attached to Arizona and their local communities but don't feel connected to one another. When that sense of disconnect was confirmed in the 2010 *Arizona Civic Health Index*, we took the results seriously. The 5 Communities Project was launched in spring 2011 as a direct result. Communities of all kinds were invited to send us their big ideas for moving Arizona forward on one or more of the 8 citizen goals. After two rounds of proposals, the selection committee chose 10 finalists. Ultimately, 5 communities will be selected to collaborate with the Center on a national funding proposal. The goal is to provide communities with the resources needed to implement each of their plans over a three-year period.

#### ECONOMIC DEVELOPMENT

##### **Arizona Wine Growers Association Verde Valley Wine Consortium**

*Yavapai, Cochise and Santa Cruz Counties*

**Big Idea:** Transform the rural economies of Cochise, Santa Cruz and Yavapai counties by building on the momentum of the emerging wine industry, increasing acreage and production in value-add, low water use crops, and using the wine industry as a model for creating higher paying jobs in rural Arizona, attracting related businesses, and expanding the export market base while revitalizing and preserving each region's farming heritage and quality of life.

**Community Need:** In this difficult economic climate, rural areas struggle to develop local capacities, network their resources, and aggregate assets. The result has been stagnant economies, high unemployment and even higher rates of young people fleeing rural areas because of a lack of opportunity.

**Transformative Impact:** "Instead of young people in rural areas trying to get out, young people throughout the state will want to "get in."

##### **Gangplank**

*Metro Phoenix*

**Big Idea:** Build an ecosystem for startups and creatives throughout Arizona, including programs for future innovators in area high schools and community colleges.

**Community Need:** In the years leading up to the Great Recession, Arizona's employment growth rate was around 4% or 5% each year, the second highest in the nation. Population explosion expanded the construction and service industries, which dominated employment growth in Arizona. Despite high job growth, the number of Arizonans enrolling in ACCCHS kept rising. Currently, the number of Arizonans at or below the poverty level is 50% higher than the national average. These statistics emphasize job growth alone will not sustain an economy.

**Transformative Impact:** "We hope to fundamentally change the way Arizona approaches economic development."

##### **International Sonoran Desert Alliance**

*Ajo*

**Big Idea:** Transform Ajo into a place where people choose to live because the community has decent employment, good health, and a town center vibrant with civic life.

**Community Need:** The Ajo community was devastated economically when the local copper mine closed in the mid-1980's. Unemployment is currently 15%, and 25% of adults lack a high school diploma. Town residents are often poorly prepared for the jobs that do become available, and even less prepared to create new enterprises that generate jobs. Obesity and diabetes have become widespread since the O'odham gave up farming in the desert washes.



"Because of our rural location, we seldom participate in networking and conversation taken for granted by those in urban settings. The 5 Communities Project can connect us to peers, teachers, experts who will impact our work. This is every bit as important as funding."

Tracy Taft  
International Sonoran Desert Alliance



**Transformative Impact:** “For the community as a whole to move beyond the expectation that the mine will re-open one day and solve all our problems, and to become involved in the work of creating its own future, will be a true transformative impact.”

## EDUCATION

### *Girl Scouts/ASU College of Technology and Innovation*

*Navajo Nation*

**Big Idea:** Increase the number of Navajo girls pursuing an education and careers in science, technology, engineering and math (STEM), and teach entrepreneurship to encourage new startup ventures in tribal communities.

**Community Need:** The Navajo Nation includes nearly 25% of Arizona’s geographic area but most Navajo homes do not have electricity, running water or telephones, and most reservation roads remain unpaved. Only 10% of high school graduates earn bachelor’s degrees. Only 4% are in STEM disciplines and only one-quarter of those are earned by Navajo women.

**Transformative Impact:** “Program participants will pursue STEM careers before returning to the Navajo communities and applying their skills to building strong local economies.”

### *Vail Unified School District*

*Tucson/Pima County*

**Big Idea:** Using the *Collective Impact* model, we want to bring the diverse population and active organizations in our community together to engage civically, and to develop shared, attainable goals around the three “E’s” that challenge our community today – Economics, Education and the Environment.

**Community Need:** The Vail District encompasses over 425 square miles of rural and emerging suburban areas. Explosive growth during the past decade has unraveled the social fabric of the community. Developers built thousands of commuter homes but were not required to provide parks, roads or recreational facilities. Nearly 2 out of 3 homeowners are now “underwater.”

**Transformative Impact:** “The way citizens connect to one another will improve, community resiliency will increase, and the community infrastructure to achieve shared goals will be in place.”

## ENVIRONMENT

### *Desert Botanical Garden*

*Greater Phoenix/Maricopa County*

**Big Idea:** Improve the mountain park preserves of the Phoenix area and create local, regional and worldwide recognition for them as models that demonstrate how the sustainable use of nature preserves can be achieved within an extensive metropolitan region.

**Community Need:** Desert park preserves managed by the City of Phoenix and Maricopa County are collectively the largest set of wildland preserves of any major metropolitan area. Urban growth, invasive species, lack of funding, inappropriate use and lack of effective protection within the preserves have the potential to cause long-term degradation of these important natural, cultural and economic assets.

**Transformative Impact:** “In the same way that visitors to New York ‘must’ visit Central Park, or visitors to San Diego ‘must’ visit Balboa Park, we envision the day when visitors to Phoenix ‘must’ visit South Mountain Park (the largest municipal park in the country) or Utery Mountain Regional Park.”

### *Prescott Creeks Preservation Association*

*Prescott/Yavapai County*

**Big Idea:** Implement the “Granite Creek Greenway – Headwaters to the Verde River” concept to unify and integrate management of the natural environment, expand opportunities for citizen-based science, and develop a sustainable economy from the Prescott area downstream to the upper Verde River.

“ASU GlobalResolve works in Mexico, Ghana and India to help communities develop enterprise. The 5 Communities Project lets us deliver programs locally in Arizona, and to do that in a supportive environment.”

Mitzi Montoya  
ASU College of Technology and  
Innovation

“The 5 Communities Project has been the catalyst that moved the Granite Creek Greenway watershed project from concept to reality.”

Michael Byrd  
Prescott Creeks Preservation  
Association



**Community Need:** 132 years ago, John Wesley Powell proposed establishing the West's political boundaries along watershed boundaries. We now grapple with the consequences of not following his advice. The Granite Creek Watershed includes the third-largest metropolitan area in Arizona and is an important headwater to the Verde River. The area's water future is uncertain and contentious at best. A grid-locked government without funding (and with other priorities) is widely criticized for its management and protection of the natural environment, water supplies and open spaces. The time is now for a collaborative approach.

**Transformative Impact:** "While the various communities within the watershed have collaborated to some extent, we have not fully embraced the concept within the context of a natural system, linked by our common water course. This project offers a focal point for the future."

## CIVIC ENGAGEMENT

### *Arizona Center for Empowerment*

*Metro Phoenix*

**Big Idea:** Increase civic involvement and citizen connection to one another through a targeted Latino voter engagement campaign and an innovative "Grow Our Own Leaders" Project.

**Community Need:** In Phoenix, Latinos are roughly 40% of the city population but account for only 18% of the electorate and only 9% of the votes cast in the 2007 municipal election. In addition, the Latino voice is under-represented on Phoenix boards, committees and commissions that oversee such vital services as public transit, affordable housing, public safety and the revitalization of key regions.

**Transformative Impact:** "An engaged Latino voting and leadership base will transform the City of Phoenix."

### *Valley Interfaith Project*

*Metro Phoenix*

**Big Idea:** The Alliance Communities Strategy will prepare 200 grassroots leaders in three neighborhoods to connect their local schools, faith institutions, and local non-profits in an alliance to ensure children have a clear pathway to post-secondary education and that adults can enter workforce training to secure middle class jobs.

**Community Need:** Metro Phoenix families are in an economic and civic crisis. Many of the 300,000 jobs that were lost in this region during the recession are not coming back. The Arizona Board of Regents estimate that by 2018, 64% of Arizona jobs will require a degree, yet only 25% of adult Arizonans have one today. Arizona ranks 49<sup>th</sup> in K-12 investment.

**Transformative Impact:** "Our neighborhood leaders, who once thought they were powerless, will find their voice and learn to create their own paths to middle class prosperity and social mobility."

### *YWCA Tucson*

*Tucson*

**Big Idea:** *Lider de mi vida:* Hispanic Women's Leadership Initiative will transform our community by empowering Spanish-speaking, immigrant women to assume powerful roles as informed, actively involved citizens in educational and governmental affairs to bridge the gap between the broader community and the growing numbers of recent immigrants from Mexico.

**Community Need:** Tucson is struggling with a poverty rate of 23.4% and a high school drop-out rate of 41.5% among Hispanic youth. Despite the fact that the single most reliable predictor of a child's educational achievement is the educational achievement of their mother, efforts to improve educational outcomes have overlooked the fact that 40% of Hispanic women in Arizona lack a high school education.

**Transformative Impact:** "We will never again accept the lack of civic participation and academic achievement in the Hispanic community as a community norm."



"The 5 Communities Project is unique because program concepts with the potential to transform our communities, our state, and our country are seldom, if ever, solicited to be presented to national funding sources. We recognize the power of transformative strategies."

Janet Marcotte  
YWCA Tucson



Use your smart  
phone to:  
Submit comments  
or questions

# THE GABE ZIMMERMAN PUBLIC SERVICE AWARDS

## Recognizing the Contributions of Arizona's Best Public Servants

The Gabe Zimmerman Public Service Awards are a statewide competition created in spring 2011 to recognize the role of non-elected public servants as the critical link between citizens and the people elected to represent them. The awards are named in honor of Gabe Zimmerman, Congresswoman Gabrielle Giffords' Director of Community Outreach, who lost his life on January 8 while serving the citizens of Arizona. With the support of the Zimmerman family, the Center is proud to recognize the inaugural honorees.

### 2011 GABE ZIMMERMAN PUBLIC SERVICE AWARD FOR LEADERSHIP

**Karen Osborne, Director of Elections,  
Maricopa County**  
*42 years of public service*

Maricopa County is the second largest voting jurisdiction in the United States, with 1.9 million active registered voters. As director, Karen administers all federal, county and jurisdictional elections. She supervises early voting, polling sites, campaign finance, voter registration, ballot layout and petitions. Karen is also responsible for ballot signature verifications and for redrawing lines for voting precincts and districts.

*"All of us who know her, who have worked with her, been inspired by her work ethic and humbled by her integrity believe she is the ideal public servant."*

*"She has been Arizona's most credible and supremely respected election official for decades, a guardian of democracy, one of the highly principled servants who restored Arizona's competence and credibility after a series of scandals in the 1980's."*

*"Karen has trained, inspired and helped three generations of Arizona attorneys, reporters, election officials and citizens."*

*"One of these days, I'll write a piece about good bureaucrats who actually serve the public. I haven't done it yet because I've been short of material. When I do, Karen will be at the top of the list."*

### 2011 GABE ZIMMERMAN PUBLIC SERVICE AWARD FOR CIVIC ENGAGEMENT

**Ron Barber, District Director, Office  
of Congresswoman Gabrielle Giffords**  
*36 years of public service*

Ron has been serving the public at state, local and federal offices for more than 30 years. He was director of Headstart in Southern Arizona and director of the Arizona Department of Economic Security's Division of Developmental Disabilities prior to joining Congresswoman Giffords' staff in January 2007, where he was responsible for building the team during her transition into Congress.

*"As the Tucson Citizen noted upon Ron's retirement from the state in early 2006, 'Barber spent 32 years helping people thrive away from institutions. Tucson families credit him with creating a system that encourages people to live to their potential.'"*

*"Ron always puts others first, both in moments of crisis and day-to-day. He has spent most of his career serving some of the most vulnerable members of our community and he applies the same compassion to the constituents he serves on behalf of Congresswoman Giffords."*

*"Despite the increasingly heated political climate, Ron has consistently supported the office's expansive outreach efforts and is most often on the ground himself at events, setting a tone conducive to dialogue, interacting with constituents, and working to resolve their issues."*

### 2011 GABE ZIMMERMAN PUBLIC SERVICE AWARD FOR INNOVATION

**Matthew Bauer, Procurement  
Supervisor, Maricopa County**  
*3 years of public service*

A key member of the Maricopa County Procurement team, Matt is responsible for county purchases and bidding involving a wide scope of commodities and services. Despite his youth, he has responsibility for negotiations on contracts valued above \$100 million and is involved in the county's move to an electronic procurement system that will support more than \$700 million in county contracts.

*"Matthew injected his energy and enthusiasm into public administration within months of his hiring out of the Supply Chain Management program at ASU's W. P. Carey School of Business. His great success in implementing a reverse auction system resulted in the county saving nearly \$1 million dollars on one procurement. The county now hosts a dozen auctions each year, mostly on food commodities. The reverse auctions have saved county government more than \$2 million over competitive sealed bids."*

*"Matt is destined to lead a new generation of change-oriented procurement officers who will innovate and reform processes. His accomplishments have already been nationally publicized, inspiring colleagues throughout America to take a second look and have the confidence to take risks, innovate. Change and improvement are his mantra. Arizona's future will be the beneficiary."*

# CENTER FOR THE FUTURE OF ARIZONA

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of Congress

Emily Nottingham, Director of Community  
Services (ret.), City of Tucson and mother  
of Gabe Zimmerman

Rosemary Ybarra-Hernandez, CEO & Founder,  
Helios Education Foundation

### GOAL 1 SCORECARD

#### Create quality jobs for all Arizonans.

Under the leadership of CFA Senior Fellow Larry Penley, the job creation scorecard was developed in consultation with numerous organizations, including Elliott D. Pollack & Company, ASU Economic Outlook Center, U of A Economic and Business Research Center, Greater Phoenix Economic Council, Local First Arizona, Maricopa Association of Governments, ASU Seidman Institute as well as key Arizona leaders.

Larry Penley (Chair), Senior Fellow,  
Center for the Future of Arizona

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Bob Shepard, former Executive Director,  
Sierra Vista ED Foundation

Ron Shoopman, President, Southern Arizona  
Leadership Council

Roy Vallee, Chairman and CEO, Avnet, Inc.

### GOAL 2 SCORECARD

#### Prepare Arizonans of all ages for careers in the 21st Century.

Under the leadership of CFA Executive Director Sybil Francis, the education scorecard was developed in broad consultation with key education, government, business and community leaders. Among those consulted were leaders in the Legislature and the Governor's Office, the Arizona Department of Education and the State Board of Education, Expect More Arizona, First Things First, school Superintendents, Community Colleges, Arizona Board of Regents, Helios Education Foundation, the Rodel Foundation of Arizona, Greater Phoenix Leadership, the Arizona Business & Education Coalition, WestEd, Arizona STEM Education Center (STEMAz), and others.



## GOAL 4 SCORECARD

### Make healthcare more available and affordable.

Under the leadership of Roger Hughes, President/CEO of St. Luke's Health Initiatives, the scorecard was developed in consultation with health policy and health services professionals from all sectors.

*Roger Hughes, President/CEO,  
St. Luke's Health Initiatives*

*Diane Brown, Executive Director, Arizona Public  
Interest Research Group (PIRG) Education Fund*

*Kathy Byrne, Executive Director, El Rio  
Community Health Center*

*Monica Coury, Assistant Director, Office of  
Intergovernmental Relations, AHCCCS*

*Michael Fronske, Director, Office of Legislative  
and Governmental Affairs, Maricopa Integrated  
Health Systems*

*Dr. Bob England, Director, Maricopa County  
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*Patty Mead, Director, Mohave County Department  
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*Sue Navran, Executive Vice President, External  
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Professional Development and the Greater Valley  
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*Dr. Roy Teramoto, Maternal and Child Health Con-  
sultant, Phoenix Area Indian Health Service*

*Wayne Tormala, Chief, Bureau of Tobacco  
and Chronic Disease, Arizona Department  
of Health Services*

*Kim VanPelt, Director, Arizona Health Futures,  
St. Luke's Health Initiatives*

## GOAL 5 SCORECARD

### Protect Arizona's natural environment, water supplies and open spaces.

Under the leadership of Patrick Graham, Executive Director of The Nature Conservancy in Arizona, the scorecard for protecting Arizona's natural environment, water supplies and open spaces involved a steering committee that represented a broad cross section of interests from across Arizona including public land managers, agriculture, business, water users and providers, conservation groups, local elected officials and others. The steering committee agreed we should seek ways to balance interests because we need both a healthy environment and a healthy

economy. The measures are not indicators of the health of the environment and natural resources in Arizona, although developing such indicators would be valuable. These measures focus on actions that would advance both our economy and protection of our natural environment and lead to higher quality of life.

*Patrick Graham (Chair), State Director,  
The Nature Conservancy*

*Ken Abrahams, Vice President,  
Diamond Ventures, Inc.*

*Steve Betts, former President/CEO,  
SunCor Development Company*

*Dave Brown, Attorney, Brown & Brown  
Law Offices, P.C.*

*Pat Call, Cochise County Supervisor*

*Steve Christy, Board Member,  
Arizona Department of Transportation*

*Richard Dozer, President, GenSpring Family Offices*

*Margie Emmermann, Executive Director,  
Arizona-Mexico Commission*

*Diana Freshwater, Executive Director,  
Arizona Land and Water Trust*

*Suzanne Gilstrap, Arizona Sportsmen for Wildlife*

*Herb Guenther, former Director, Arizona  
Department of Water Resources*

*Jim Kenna, State Director, Bureau of  
Land Management*

*Mandy Metzger, Coconino County  
Supervisor & President, Diablo Trust*

*Steve Olson, Executive Director, Arizona Municipal  
Water Users Association*

*Earl Petznick Jr., President/CEO,  
Northside Hay Company*

*John Sullivan, Associate General Manager—  
Water Group, Salt River Project*

*Larry Tarkowski, Prescott Valley Town Manager*

*David Tedesco, Managing Partner,  
True North Companies*

*Warren Tenney, Assistant General Manager,  
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*Larry Voyles, Director, Arizona Game  
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## 2011 ARIZONA CIVIC HEALTH INDEX

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# CIVIC HEALTH INDEX

## State and local partnerships

America's *Civic Health Index* has been produced nationally since 2006 to measure the level of civic engagement and health of our democracy. As the *Civic Health Index* is increasingly a part of the dialogue around which policymakers, communities, and the media talk about civic life, the index is increasing in its scope and specificity.

Together with its local partners, NCoC continues to lead and inspire a public dialogue about the future of citizenship in America. NCoC has worked in partnerships in communities across the country.

### STATES

#### Alabama

University of Alabama\*  
David Mathews Center\*  
Auburn University\*

#### Arizona

Center for the Future of Arizona

#### California

California Forward  
Common Sense California  
Center for Civic Education  
Center for Individual and  
Institutional Renewal\*

#### Connecticut

Everyday Democracy\*

#### Florida

Florida Joint Center for Citizenship  
Bob Graham Center for Public Service  
Lou Frey Institute of Politics  
and Government  
John S. and James L. Knight Foundation

#### Illinois

Citizen Advocacy Center  
McCormick Foundation

#### Indiana

Center on Congress at Indiana University\*  
Hoosier State Press Association  
Foundation\*  
Indiana Bar Foundation\*  
Indiana Supreme Court\*  
Indiana University Northwest\*

#### Kentucky

Western Kentucky University\*

#### Maryland

Mannakee Circle Group  
Center for Civic Education  
Common Cause-Maryland  
Maryland Civic Literacy Commission

#### Massachusetts

Harvard Institute on Politics\*

#### Minnesota

Center for Democracy and Citizenship

#### Missouri

Missouri State University

#### New Hampshire

Carsey Institute

#### New York

Siena Research Institute  
New Yorkers Volunteer\*

#### North Carolina

North Carolina Civic Education Consortium  
Center for Civic Education  
NC Center for Voter Education  
Democracy NC  
NC Campus Compact  
Western Carolina University Department  
of Public Policy

#### Ohio

Miami University Hamilton

#### Oklahoma

University of Central Oklahoma  
Oklahoma Campus Compact

#### Pennsylvania

National Constitution Center

#### Texas

University of Texas at San Antonio

#### Virginia

Center for the Constitution at James  
Madison's Montpelier  
Colonial Williamsburg Foundation

### CITIES

#### Chicago

McCormick Foundation

#### Miami

Florida Joint Center for Citizenship  
John S. and James L. Knight Foundation  
Miami Foundation\*

#### Seattle

Seattle City Club  
Boeing Company  
Seattle Foundation

#### Twin Cities

Center for Democracy and Citizenship  
Citizens League\*  
John S. and James L. Knight Foundation



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**National Conference on Citizenship**  
*Chartered by Congress*



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