



# The Arizona We Want



CENTER FOR THE  
FUTURE OF ARIZONA

GALLUP POLL





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 the state.

More than a think tank, the Center is an independent “do tank” that combines research with collaborative 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.

**Center for the Future of Arizona**

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# The Arizona We Want

A realistic and contemporary picture of what citizens think about life in Arizona communities, what they want for the future, and how we can work together to achieve a common set of goals.

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# The goal is simple, the challenge enormous.

When conversations first began about how to achieve *The Arizona We Want*, we set an ambitious goal—build a citizens’ agenda for Arizona’s second century—a vision and set of goals that will mobilize people throughout the state and survive transitions in leadership over time.

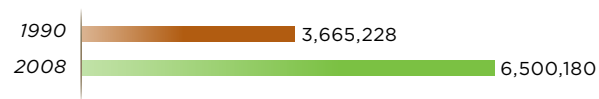


The Arizona I found on assuming the presidency of Arizona State University in 1990 presented a reassuring picture of the community I knew while growing up here 35 years before. The people were as friendly and optimistic as I remembered. Yet, given the dynamic pace of change the state was experiencing, there was a disquietude as to where Arizona was headed, with numerous pleas for strong leadership that could forge a positive agenda for Arizona's future.

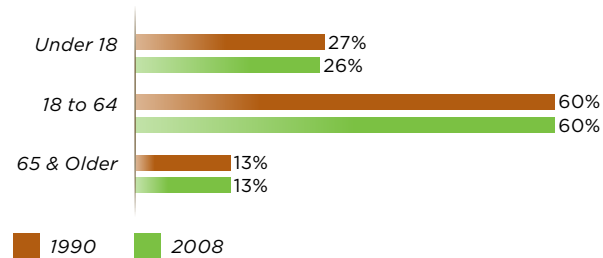
Over the past two decades, the pace of change accelerated. So, too, has the call for a vision for Arizona, one that provides a collective sense of who we are and what we want to be. This report, five years in the making, represents the response of the Center to those pleas. *The Arizona We Want* is an initiative undertaken by the Center and its partners for the purpose of creating a citizens' agenda for Arizona.

The effort began with confronting the facts:

### Arizona Population



### Age Distribution

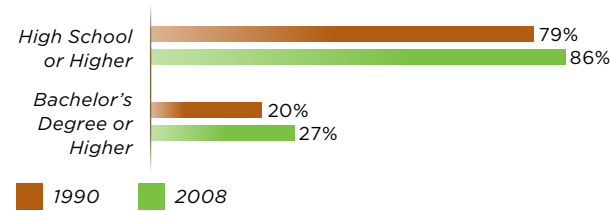


### Dependency Ratio

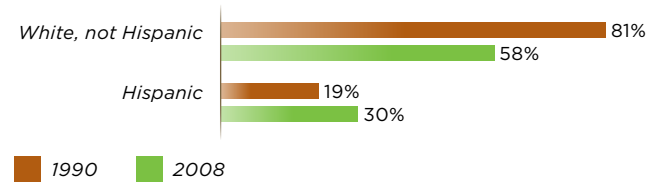


# of youth + elderly for every 100 people of working ages, 20 to 64

### Education Level



### Ethnicity



Changes in Native American, Black and Asian populations are ≤ 2 percent.

We engaged Gallup in this project because it represents the gold standard—the best known and most widely respected name in the world for gathering and reporting public opinion. Gallup had just published its first results from the *Gallup World Poll*, and we were intrigued by a bold conclusion drawn from its research—*what the whole world wants is a good job*. This straightforward conclusion had the kind of clarity that people need when there are so many challenges to address in society and so many hard choices to be made.

Together, we developed the **Gallup Arizona Poll**, designed to identify a realistic and contemporary picture of Arizona. In the following pages, you'll see what we've learned about ourselves. We'll also introduce you to some innovative ways to think about our future. Gallup calls them "actionable insights" and we believe they can help us build *The Arizona We Want*.



**Dr. Lattie Coor**  
Chairman and CEO  
Center for the Future  
of Arizona



# Six overarching results.

More than a snapshot in time, the Gallup Arizona Poll helps us understand many of the beliefs and values shared by the people who live here.



## On Culture

*Culture is a mysterious word. Twenty years ago it meant buying a ticket. Culture was the theater, culture was the opera. Today culture is a favorite coffee shop. It's the art walk on Thursday nights or downtown's First Friday with all its controlled chaos. It's the light rail running south down Central Avenue with all these different languages being spoken. I'm not a big fan of what's called "branding" because it never feels authentic. A community becomes distinctive because of something deeper, something real about the place and its people.*

**Kimber Lanning**  
Executive Director  
Local First Arizona  
Phoenix

### CONSENSUS

**Arizona citizens agree on more than we disagree.**

There is remarkable consensus among Arizona citizens on a broad range of issues and policy positions regardless of where people live. There is also more agreement than we expected by gender, age, income, education and ethnicity. If this level of consensus can be translated into an action agenda for the future, we can achieve *The Arizona We Want*.

### ATTACHMENT

**Arizonans are surprisingly attached to their communities.**

When the Center began this study, we wondered if Arizona's high rate of in-migration meant that citizens were a little detached. Apparently, that's not true. The Gallup Arizona Poll measures the emotional attachment people feel for "place" and found that 36 percent of all Arizona citizens feel passionate about and loyal to their communities. The criteria is rigorous and Arizona's percentage is among the highest of all geographic areas studied to date using this index. It is not significantly affected by gender, income, education or ethnicity, and it increases with time lived here.

### AESTHETICS & NATURAL ENVIRONMENT

**The state's natural beauty and open spaces are seen by citizens as our greatest asset.** Arizona landscapes matter—on both economic and emotional levels. It's important that growth and development in the future respect the passion that citizens feel for their environment.

### LEADERSHIP

**Citizens are not at all satisfied with their elected leaders.**

Only 10 percent believe that elected officials represent their interests, and only 10 percent rate the performance of elected officials as "very good." Of the six leadership qualities presented in the Gallup Arizona Poll, citizens strongly agree that leaders need to understand complex issues, but they also want elected officials who will work across party lines.

### JOB CREATION

**Like the rest of the world, Arizona residents want jobs.**

Only six percent of our residents rate Arizona "very good" for job opportunities. A citizens' agenda that does not address quality job creation and the educated workforce necessary to support it will not reflect the concerns and opinions of citizens.

### OPENNESS

**Arizona is not a great place for young college graduates.**

Only 11 percent of our residents believe their city or area is a "very good" place for young college graduates looking to enter the job market. This is not a result that can be easily dismissed. What attracts young professionals to a place? Why are some areas a magnet for talent? Beyond a good job, talented young people want nighttime entertainment and recreational opportunities. They like places that share their commitment to the environment and "green" thinking. They want energy, synergy and opportunity.

## A VISION FOR ARIZONA

*The Arizona We Want* is the result of a five-year effort to capture the ideas of both Arizona leaders and the citizens they represent. In the first phase, completed in 2005, the Center published a *Vision for Arizona* that called for our state to become **one of the best places in the nation to live a rewarding and productive life.**

The Center launched the second phase in 2008 to capture the voice of Arizona citizens through the Gallup Arizona Poll. We needed a realistic and contemporary picture of who we are today and what we want for the future.

One outcome of this poll is the **Arizona Opportunity Map.** It tells us clearly how Arizona citizens rate the state's performance on 11 factors that describe a high quality economic, social and physical environment in the 21<sup>st</sup> century. The map also identifies which factors most influence citizen "attachment," the degree of emotional connection that people feel with their communities.

The broad consensus in our state makes it possible for the Center and its partners to identify eight goals that we can take forward.

## CITIZENS' AGENDA FOR ARIZONA'S SECOND CENTURY.

### Caring for the Economy

1. Create quality jobs for all Arizonans.
2. Prepare Arizonans of all ages for careers in the 21<sup>st</sup> century workforce.

### Caring for People

3. Make Arizona "the place to be" for talented young people.
4. Provide health insurance for all, with payment assistance for those who need it.

### Caring for Communities

5. Protect Arizona's natural environment, water supplies and open spaces.
6. Build a modern, effective transportation system and infrastructure.
7. Empower citizens and increase civic involvement.
8. Foster citizen well-being and sense of connection to one another.



## On the Economy

*What's holding us back is a dependency on an economy that isn't sustainable. We've been relying on industries that are highly volatile and it wreaks havoc on our state and our state revenues. We need an education system that actually produces a skilled workforce and we need better land use planning. We've relied on cheap land and small investments in education. That only works if you never think beyond today.*

**Jacob Moore**  
 Generation Seven Strategic Partners,  
 Arizona State Board of  
 Education (president),  
 Tohono O'odham Nation (member),  
 Salt River Pima-Maricopa Indian  
 Community (resident)

### What is *The Arizona We Want*?

A place where all 11 factors that define quality of life can be found on the right side of the Arizona Opportunity Map.



# An extraordinary study of an extraordinary state.



## On Community

*The Arizona We Want will be the same close-knit community it is today. We both grew up in Yuma and we appreciate the values of the people here. A few years ago, we moved out of state for a job opportunity but decided after four years to come home. This is where we want our sons to grow up. They can go outdoors and play surrounded by family and friends. Yuma has been good to us. Yes, there are problems here that need to be addressed but this is our home.*

**Theresa & Tony Vargas**  
ACE Computer Concepts  
Yuma

We took the first step in building a citizens' agenda in 2005, when the Center published the results of a two-year study that reviewed more than 50 major policy reports.

The historic reports provide an invaluable record of leadership thinking over 15 years, as Arizona struggled to provide for large and steady influxes of new people. The outcome was a planning framework that focused on opportunity, the economy and sustainable growth as key factors for success in Arizona's second century.

Over the next few years, leaders from government, business, nonprofits and higher education worked, separately and together, to develop an agenda for Arizona that would move the state forward. Initiatives were planned and a variety of efforts undertaken. Some things moved forward like the passage of Prop 301 in 2000, a major education funding initiative supported by a bipartisan coalition. But progress overall was slow and with mixed results.

Like most states, our efforts to plan for the future rely on two approaches. **Financial planning** looks at projected revenues, expenditures and growth rates. Since shortfalls are inevitable in a dynamic economy, ideas focus on ways to either grow revenues or reduce expenditures. **Organizational planning** brings leaders from all sectors together to deal with complex issues—education, water, transportation.

Success relies not only on finding consensus but also on the ability of leaders to prioritize, develop workable implementation plans and convince the general public to take some course of action. While both approaches are necessary, they are essentially “top-down.”

## WHAT'S MISSING?

The **citizen perspective**. To capture that perspective, we need to recognize the impact of new information technology. Most Arizonans have access to thousands of news and opinion outlets. This democratization of information has far reaching implications and nowhere is the shift more evident than in today's political rhetoric. Increasingly driven by polls and public opinion surveys, democracy has been driven downward. In the book *The Future of Freedom*, Fareed Zakaria notes that from the far left to the far right, persuasion in the 21<sup>st</sup> century requires leaders to directly seek and quantify the thinking of larger and larger groups of people as well as an increasing number of small but highly influential special interest groups.

**The Gallup Arizona Poll is a critical step in building a citizens' agenda with clear goals that are grounded in the minds and hearts of the people who live here.**



## OUR PARTNER

*Why Gallup?* Gallup approaches big questions from the perspective of behavioral economics—*what causes people to make the decisions they make and what are the factors that influence them?* Working with Gallup provided us a starting set of “actionable insights” drawn from two of the largest research projects ever undertaken—the Gallup World Poll and the Knight Foundation Community Surveys.

## OUR CITIZENS

*Who participated?* The Gallup Arizona Poll includes both a telephone poll and an online Web survey. The telephone poll involved a representative statewide sample of 3,606 Arizona residents, including nearly 500 “cell phone only” users to ensure enough representation from younger people. The sample size is large because we want to be as statistically accurate as possible for different regions of the state, as well as different demographic groups. The Web survey, drawn from ideas proposed by more than 25 leaders in all sectors, was completed by 831 people who participated in the telephone survey.

## OUR QUESTIONS

*Tried and true, or new?* A little of both. The telephone questions are tried and true, drawn from Gallup’s work on several large-scale projects. The value of using questions from Gallup’s “question bank” for the telephone poll is two-fold. First, the questions have been field-tested many times. Second, we can compare Arizona responses to other states and regions, the nation and the global community. The Web questions are original and focus on five issues that leaders believe must be addressed for Arizona to succeed in the future—education, healthcare, job creation, infrastructure and energy independence. And the poll digs deeper, asking citizens to consider the kinds of policies and trade-offs that are necessary to achieve goals.

## OUR TIMING

*Bad time or good time to be asking questions?* We believe it’s a good time. The severity of the economic downturn and the challenges we face at the state level aren’t going to be resolved quickly. But every challenge is an opportunity. The decisions we make over the next few years may do more than just get us beyond a hard time. They could help us emerge stronger and smarter.

## OUR RESULTS

What follows are the results of the Gallup Arizona Poll—the numbers, the benchmarks and the analysis that we believe can help us make good choices in the future.

In addition, the research has produced a set of tools for *The Arizona We Want* that include:

- **Planning Framework:** The Arizona Opportunity Map offers a comprehensive look at where we are and where we need to go.
- **Goals:** The report includes eight specific goals where citizen support is clear and compelling, with action steps identified for each. It also speaks to five issues that must be resolved if we are going to achieve *The Arizona We Want*.
- **Scorecards:** The report describes a process to identify metrics for each goal that will help us measure local, regional and statewide progress over time.
- **Recommendations for Implementation:** The report also announces the formation of *The Arizona We Want* Institute as an integral part of the Center for the Future of Arizona. The purpose of the Institute is to serve as a trusted bridge between citizens and leaders in public and private sectors, mobilizing people throughout the state in a concerted and sustained effort to create *The Arizona We Want*.



## On Priorities

*We have six children. The Arizona We Want is a place where they can get the education they need, the healthcare they need, and then the jobs they will need to raise their own families and prosper. I would like my children and grandchildren to be able to stay in Arizona. They shouldn't have to move out of state to have a bright future.*

**Gayla Moore**  
Jay's Bird Barn  
Prescott

## MOVING BEYOND THE NUMBERS

To put a human face on this study, we went beyond the 3,606 people who participated in the Gallup Arizona Poll by interviewing Arizona citizens from around the state. You'll get to know them throughout the pages of this report. They're your neighbors—families, couples and individuals who generously contributed their thoughts and voices to the study. There was no formal selection process. People were recommended by leaders from throughout the state.



### FLAGSTAFF

*The Arizona We Want is a place that understands how to build strong regional economies from a stewardship perspective. The heartbeat of Arizona, its character, is tied to our open spaces, public and private. We need a set of visionary goals for the state and we need planning that is land-sensitive and resource-smart. It will take the natural elements we have and put them together in ways that work.*

**Mandy Metzger**

Coconino County Supervisor  
District 4

**Jack Metzger**

Flying M Ranch & Diablo Trust  
Flagstaff



### YUMA

*We want our kids to grow up in a place where they can dream—to believe in what they can achieve with hard work. Theresa and I are first generation citizens from humble beginnings. We know from our own experience that the core of any community is the education it provides. To be successful, Arizona has to be a good place for children to get an education and to live their dreams.*

**Theresa & Tony Vargas**

Ace Computer Concepts  
Yuma



# ARIZONA'S HUMAN GEOGRAPHY

The Gallup Arizona Poll looks at our state from a different perspective, moving beyond city and county lines to recognize urban, small city and rural clusters of people who share an environment, a way of life and an economic future.



## PRESCOTT

*As a small business owner, one of our great hopes is that Arizona will find a way for people to have the medical insurance and quality health care they need for their families and employees. As an environmentalist, I also want Arizona to protect its most valuable assets—the hilltops and views, the watersheds, native vegetation and habitat that make this state so wild and scenic.*

**Gayla & Eric Moore**  
Jay's Bird Barn  
Prescott



## PHOENIX

*Arizona succeeded in the '60s and '70s with semiconductors. The community invested and it paid off in quality jobs and strong engineering education. I came here from the National Institutes of Health because Arizona was moving aggressively in the biomedical sciences. Turning new ideas into something useful takes a whole community that is willing to come together, invest and provide the freedom to operate. The Arizona We Want will never lose that spirit.*

**Debbie Duggan**  
St. Joseph's Hospital & Medical Center

**Dave Duggan, Ph.D.**  
Translational Genomics Research Institute (TGen)  
Phoenix



## MESA

*With four daughters, we want Arizona to be a place that educates its children for the future. Our standards are too low in education. We have become an enabling society instead of one that challenges our children to perform to the same international standards as the rest of the world. Yes, some of our children have special needs. But that's true in every country. It can't be an excuse.*

**Pat Esparza**  
Director  
Mesa Life Options/  
Experience Corps  
Mesa Community College

**Chris Esparza**  
Sales Manager  
S&K Sales Co., Inc.  
Mesa



## TRIBAL COMMUNITIES

*My hope is that Arizona becomes a place that values its diversity and what each person brings to the table. From a tribal perspective, everyone has a gift and our responsibility is to put that gift to good use. Another belief is that decisions should be based on the impact they will have for seven generations, not the next election cycle. It's called sustainability today but it's an old value to us. We need to talk through these time-tested principles as a modern society.*

**Jacob Moore**  
Generation Seven  
Strategic Partners,  
Arizona State Board of Education (president),  
Tohono O'odham Nation (member),  
Salt River Pima-Maricopa Indian Community (resident)



## TUCSON

*In the Arizona I want, we'll forget about being Republicans or Democrats or independents. We'll work together and we'll do it for Tucson, for Arizona, for our country. Right now is one of the most important times we'll ever experience. There are so many important issues. We need people in leadership who will set politics aside and focus on the things that matter—education, job creation and training for individuals who are not pursuing higher education.*

**Celina & Bill Valenzuela**  
W. G. Valenzuela Drywall, LLC  
Tucson





## On Great Cities

*I've worked in Arizona for 10 years and what's really distinctive about our state is its openness. We don't have the same kind of elitism that you find in most other large cities. But is openness enough? We need to become "great" at something we value. What do people value the most? It could be education, the infrastructure we build, or the new sustainable industries we grow. When communities are growing rapidly, sometimes people get left out of the equation. It's time to bring people back into the process because we need to know what's important to them.*

**Nan Ellin, Ph.D.**  
Planning Program Director  
School of Geographical Sciences  
& Urban Planning  
Arizona State University  
Tempe

# Two studies, three insights.

Our experience has shown the value of starting with a proven approach.

## A LESSON LEARNED

In 2003, when the Center decided to take a closer look at why some schools serving mostly poor, mostly Latino students are outperforming others, it struck us that our question sounded a lot like the one Jim Collins asked when he first began studying great corporations in *Good to Great*. Our focus on "achievement per student" as the metric for success lent itself to his approach. Just three years after its release, *Beat the Odds* is an institute of the Center with its own staff. We are now working with nearly 90 schools statewide.

The experience taught us to be bold, and to take advantage of cutting-edge research that can help us move forward. The partnership with Gallup brought significant advantages:

- Globally recognized brand
- Leader in public polling
- Existing base of questions to draw from for national and global comparison
- Shared commitment to using information to strengthen communities

In addition, Gallup is heavily invested in two innovative studies that are producing new insights into how people think and behave in the 21<sup>st</sup> century—the Gallup World Poll and the Gallup-Knight Foundation Community Surveys.

## THE GALLUP WORLD POLL

What the world is doing is not a mystery—it's captured in everything from Gross Domestic Product (GDP) data to unemployment, birth and death rates. There is a wealth of information about what products people make, purchase and desire in every country in the world. But more and more, world leaders started asking the same question—*does anyone know for sure what the world is thinking?*

Gallup's response was the World Poll. The first round of interviews was conducted in 2005 and 2006, and the poll now reaches citizens in more than 150 countries representing 95 percent of the world's adult population. With a minimum of 1,000 interviews per nation, the poll has a  $\pm 3.1$  percent margin of error for each country.

From the world's poorest, undeveloped countries to its wealthiest, the answer was the same—*what the whole world wants is a good job*. People today know how other people live and they understand that having a good job means more than providing food and shelter for their families. It also establishes the relationship we have with our community.

The most powerful variation in predicting economic results is apparently not the size of a region's consumer base, labor pool or natural resources. It's the migration patterns of talented, skilled and educated people. Are they coming or leaving? And what influences the decision?

**The message to leaders is clear. The ability to create quality jobs is fundamental to the future of all economies—large and small, urban and rural.**

## GALLUP-KNIGHT FOUNDATION COMMUNITY SURVEYS

In 2008, Gallup published a study of the 26 U.S. cities once served by Knight Ridder newspapers. The goal was to determine what drives citizen “attachment,” what connects people to place, and how attachment influences economic prosperity.

**What is attachment?** It’s an emotional connection. The concept emerged from years of Gallup research in the business sector. For employers, they measure employee attachment and correlate levels to critical outcomes such as productivity, employee retention and profitability. In consumer studies, they measure brand loyalty and correlate levels to purchasing decisions. In both environments, attachment proves to be a *leading indicator* of performance, not a result. The Knight Foundation Community Surveys applied the concept to citizens in a three-step process.

**Step 1: Determine the level of attachment that people feel for their community.** Gallup measures the loyalty and passion that connects people to place with a set of five questions that are answered on a 5-point scale:

### Community Attachment



#### Loyalty

1. Overall satisfaction with city or area as a place to live
2. Likely to recommend city or area to friends
3. Five-year outlook of city or area as a place to live



#### Passion

4. Proud to live here
5. Perfect place for people like me



#### Community Attachment

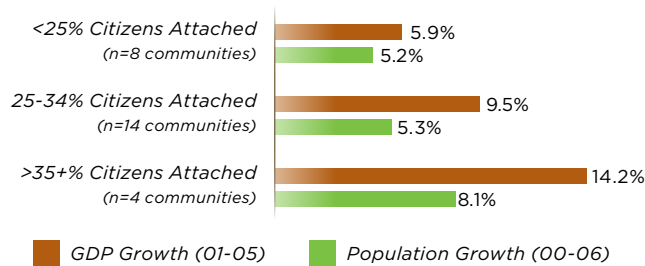
The 26 Knight Foundation communities include such high population urban areas as Philadelphia, Miami and Detroit. They include smaller communities such as Boulder, Myrtle Beach and Biloxi. The broad range is especially valuable for benchmarking because Arizona cities and towns vary significantly in size.

## Step 2: Correlate each community’s attachment level to growth in Gross Domestic Product (GDP).

Gallup took five years of GDP growth (2001-2005) and compared it to population growth (2000-2006) for each of the Knight Foundation communities. Researchers found that communities with higher levels of citizen attachment also enjoy higher levels of GDP growth.

As the table indicates, the level of GDP growth significantly outpaces the level of population growth in communities with higher levels of citizen attachment. While Gallup is not yet ready to declare that attachment is a *leading indicator* of prosperity, not a result, they believe that additional research will confirm it.

### Attachment Correlated to GDP Growth



**Step 3: If attachment drives prosperity, what drives attachment?** Why do people answer the five questions the way they do? There are a whole range of underlying experiences and perceptions that influence the way they feel about their community. The Knight Foundation study is organized around 11 factors that define a healthy community, one that is prosperous and meets the needs of its citizens. In the 26 communities they studied, some have considerably more impact on “loyalty and passion” for place than others.

The Gallup Arizona Poll builds on the findings of both the World Poll and the Knight Foundation Community Surveys. In the next section, we’ll explore how Arizona citizens feel about life in our state and what their hopes are for the future.

*Knight Foundation Community listing included in Gallup Arizona Poll, Technical Report.*

## What did they find out?

### Actionable Insights:

*What the whole world wants is a good job and talented people will migrate to the cities and regions that provide them.*

*A core relationship appears to exist between the emotional attachment that people feel for a place and its economic prosperity (GDP growth).*

*Communities that aspire to prosperity need to focus on the key drivers that influence attachment.*



## THE GALLUP ARIZONA POLL

### A VISION FOR ARIZONA

From the time the Center began working on a *Vision for Arizona*, we were struck by the fact that most states don't have a vision. They have slogans and marketing identities. It seems surprising because most of us can't imagine trying to guide any kind of complex enterprise in a highly competitive, rapidly changing environment without a vision. It brings discipline and focus to the decisions that need to be made.

There are a number of contributing factors. For example, states are large and diverse. The geographic and demographic differences from one region to another make it hard to capture a sense of shared goals. In addition, candidates for public office spell out their own plans for the future in their political campaigns. If elected, most of those plans do not live beyond the term of the office holder. Someone else is then elected with different ideas and the cycle begins again.

As a practical matter, Arizona needs a vision to help guide us in good times and through those that are more difficult.

Recognizing the challenges, the Center decided to take a fresh approach by looking first to the citizens of Arizona. We need a deeper understanding of why people live here, what they like about their communities and what most concerns them. We need to understand what people want for the future and what trade-offs they can accept to achieve that future.

The Gallup Arizona Poll was developed with this purpose in mind. The key findings of this poll establish a baseline of citizen thinking that we believe has immense value as a framework for building an action agenda for Arizona that we can all take forward.

While discerning the public will is not easy, it is essential to Arizona's success in the future.



# What Arizona is thinking.

Some surprising results and a new perspective for looking at the state and capturing the hopes of its citizens.

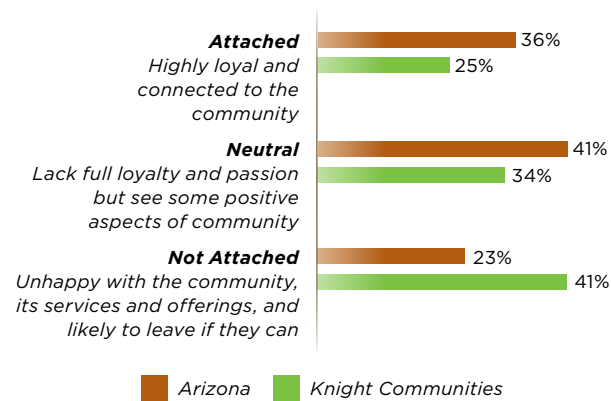
The initial telephone poll is an opportunity to build a realistic and contemporary picture of our state. The questions are drawn from Gallup’s work on the World Poll and the Knight Foundation Community Surveys. Participants were selected randomly by telephone and are representative of the state’s population as a whole. Based on a total sample of 3,606 respondents, the margin of error for Arizona is  $\pm 1.7$  percentage points at 95 percent confidence, and  $\pm 2.4$  percentage points for the urban corridor. The margin of error for smaller cities is  $\pm 3.4$  percentage points and  $\pm 3.2$  percentage points for rural areas.

The 36 questions asked in the poll are interesting in themselves. An added value is that they combine in fascinating ways that help us gain new insight into how we can move forward, collectively, to achieve *The Arizona We Want*.

## KEY FINDING

**In Arizona, 36 percent of our citizens are attached—loyal and emotionally connected to their communities.** On the five questions that test the loyalty and passion that citizens feel for their communities, Arizona scores amazingly high. In fact, we have a higher proportion of attached citizens than 23 of the 26 Knight communities.

Citizen Attachment in Arizona Compared to Knight Foundation Communities



**About the percentages.** When we asked why the percentages seemed low, we learned that Gallup research over many years indicates that in terms of actual behavior, people who rate something as “5” are truly in a league of their own. They are the only ones counted because they’re the torchbearers and the influencers. The behavior of people who respond with a “4” tends to be similar to people who respond with a “3.”

## Arizona Responses to Specific Attachment Questions

### LOYALTY

How satisfied are you with your city or area as a place to live?

**35%**

(Extremely Satisfied)

How likely are you to recommend it to friends as a place to live?

**39%**

(Extremely Likely)

How will your city or area be as a place to live five years from now?

**21%**

(Much Better)

### PASSION

I am proud to say I live in my city or area.

**57%**

(Strongly Agree)

My city or area is the perfect place for people like me.

**45%**

(Strongly Agree)



## On Quality of Life

Arizona has become supremely urban. But the heartbeat of the state, its greatest asset, is land. It's not just about what you can raise—corn, cotton, cattle. It's so much more than that. It's our open spaces, our healthy watersheds, our forests. The urban areas are just punctuation, to me, on the landscapes. If we lose the landscapes, all bets are off for the future of the state.

### Mandy Metzger

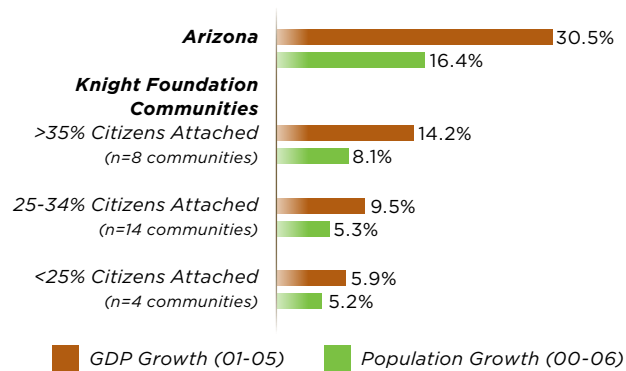
Coconino County Supervisor  
District 4  
Flagstaff

## KEY FINDING

### The core relationship between attachment and prosperity is clearly evident in Arizona.

After determining Arizona's overall level of attachment, Gallup compared our GDP growth over the same period of time used in the Knight Foundation Community Surveys. What they found is that our state fits very comfortably into the high attachment—high GDP growth per capita cluster.

#### Citizen Attachment in Arizona Correlated to GDP Growth



**An important result.** Surprisingly, the emotional attachment that people feel for a place has little to do with geography. At 37 percent, people in the urban corridor are slightly more likely to be attached than citizens in small cities at 35 percent or rural areas at 33 percent. There is almost no difference by gender, income, education or ethnicity. The differences are much greater with different age groups, ranging from 26 percent for 18 to 34-year-olds to 54 percent for people age 65 and older.

## KEY FINDING

### In Arizona, the factors that influence attachment can be measured.

The telephone poll asks people to respond to sets of questions that are organized around 11 factors that define a healthy community, one that is prosperous and meets the needs of its citizens.

What Gallup found in Arizona is that citizens who feel a high level of attachment to their communities answer questions very differently than those who are not as attached.

As the chart indicates, the differences are greater with questions concerning our social offerings, aesthetics and openness. These attributes are powerful influences on the emotional connection we feel to a place. When the responses of both groups are similar, that factor may be critically important to our quality of life—like the economy—but it's not driving our sense of attachment to the same degree.

#### Key Drivers of Attachment in Arizona

Factor	Relationship to Attachment
<b>Social Offerings</b> <i>Entertainment infrastructure, easy to meet people, people care about each other</i>	0.477
<b>Aesthetics &amp; Natural Environment</b> <i>Physical beauty of place, parks and open spaces</i>	0.443
<b>Openness</b> <i>How welcoming the community is to different types of people</i>	0.439
<b>Basic Services</b> <i>Support infrastructure—highways, housing, health care</i>	0.390
<b>K-12 Education</b> <i>Quality of local public schools</i>	0.368
<b>Leadership</b> <i>Quality of leadership and belief that elected officials represent citizen views</i>	0.365
<b>Higher Education</b> <i>Quality of colleges and universities</i>	0.315
<b>Economy</b> <i>Local economic and employment conditions</i>	0.275
<b>Safety</b> <i>Local area crime and safety conditions</i>	0.255
<b>Social Capital</b> <i>Proximity of close friends and family, time spent with neighbors and participation in groups</i>	0.161
<b>Involvement</b> <i>Voting, volunteering, charitable giving and participation in efforts to deal with local issues</i>	0.080

HIGH  
RELATIONSHIP TO ATTACHMENT  
LOW

## KEY FINDING

### Arizona's performance on 14 quality of life features gets a mixed review.

In the telephone poll, people are asked to rate the city or area in which they live on 14 different features that are important to quality of life.

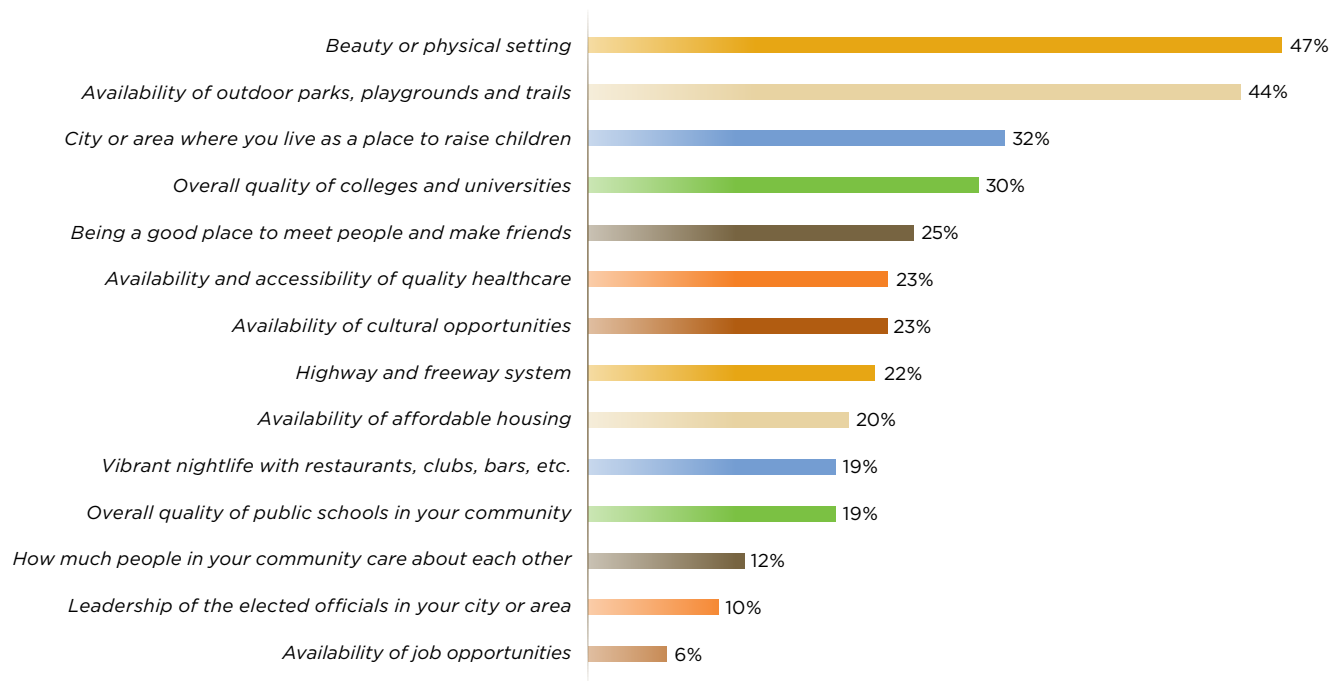
Surprisingly, there is little overall difference in how citizens rate Arizona's performance across the three regions of the state—urban corridor, small cities and rural areas.

There is also little difference by gender, age, income, education or ethnicity. The top three or four features are consistently the top features and the bottom two are consistently the bottom two as rated by citizens.

Still, there are small differences. For example, 25 percent of rural citizens rate the public schools in their community as "very good." Younger people (18 to 34) and older citizens (65+) rate the highway and freeway system better than do people between the ages of 35 and 64. People with less income and education are more positive about the leadership of elected officials.

### How Would You Rate the Following in the City or Area Where You Live?

Percentage of Arizonans who give their community or area a "5—very good"



## On Migration

People are attracted to places for different reasons. My parents moved here when I was in high school because of a job. Now they're wondering what happened to job opportunities here. Other people come for the natural beauty, the great outdoors of Arizona. That may drive tourism but it's not enough to keep young people over the long run. We're not working hard enough at the things that connect people—the culture, uniqueness and spirit of the place.

**Ada Dieke**  
Doctoral Student  
Public Health  
University of Arizona  
Tucson





## On Education

*Our public schools need a lot of work and I don't think it's just about money. We have lowered our expectations so much and many kids are coming out of school unprepared for work and unprepared for citizenship. Too many have no idea how their government works. We need high standards and we need to put civics back in the curriculum.*

### Jack Metzger

Flying M Ranch & Diablo Trust  
Flagstaff



### Arizona's Opportunity Map

Gallup's work with the Knight communities has led to a way of mapping opportunity in specific communities and areas.

The 11 factors that affect attachment to varying degrees are measured on the vertical axis. Arizona's performance on these same factors is determined by citizen responses to 30 of the questions in the telephone poll. The results are mapped on the horizontal axis.

### KEY FINDING

**Arizona has significant opportunities to improve both prosperity and overall quality of life.**

*The Arizona We Want* is a healthy, progressive place that meets the needs of its citizens. To achieve the goal, Arizona has two challenges. First, we need to improve our performance in six critical areas identified as low performing by citizens—the economy, leadership, K-12 education, basic services, the openness of our culture and the quality of our social offerings.

Second, and equally important, we have to protect and maintain our performance in areas where we're doing fairly well. For example, protecting the natural beauty of the state, its open spaces and recreational opportunities is obviously important to citizens in every region. Planning for the future has to ensure that these assets remain part of the essential character of Arizona.

### KEY FINDING

#### Arizona is not a great place to live for talented young people.

In the telephone poll, people are asked to rate their city or area as a place to live for different groups of people. The intent is to discover if newcomers and people of all ages find it easy to become part of the community and to prosper here.

Once again, there is little difference in responses across the state. Citizens in the urban corridor, small cities and rural areas all rate their community for these groups in exactly the same order. The demographic differences are also slight.

### SOME FINAL COMMENTS ABOUT THE TELEPHONE POLL

On the 14 quality of life features, citizens give their lowest performance rating to the “availability of job opportunities” in Arizona. When asked to rate their community as a place to live for different groups of people, only 11 percent believe that it’s “very good” for young college graduates looking to enter the job market.

#### What about younger people?

While it’s true that younger people (18 to 34 year olds) are less likely to be emotionally attached to a place than older residents, 26 percent are attached in Arizona compared to 19 percent in the Knight Foundation Communities. At the same time, a full 29 percent of our young people would move to another city or state if they had the choice.

#### Actionable Insights for Arizona

It’s a clear message—we need to pay close attention to how we invest in and encourage opportunities for all Arizonans. A high level of attachment doesn’t mean talented and skilled people, especially young people, won’t leave if Arizona doesn’t have quality jobs available and the quality of life they seek. That’s true in the urban corridor and even more significant in Arizona’s small cities and rural areas.



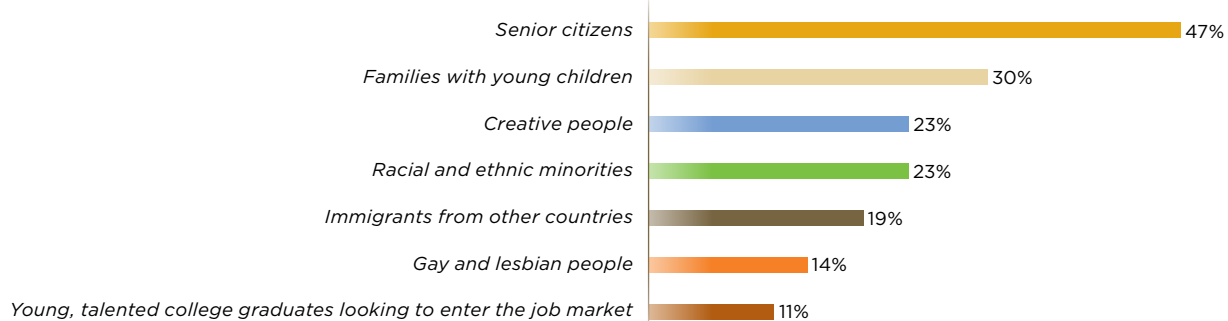
### On Openness

*Things are so much better than when I was growing up. I got paddled every single day in school for speaking Spanish. Many people in my generation just gave up on the education system here. But my experiences made me stronger. Today, Tucson is a very diverse community and it’s probably a good place for most groups of people. The only exception in my mind is young, educated college graduates. We don’t have the jobs for them.*

**Bill Valenzuela**  
W.G. Valenzuela Drywall, LLC  
Tucson

### How Good is Your Community for Different Groups of People?

Percentage of people who give their community or area a “5—very good”.



# What Arizona wants.

Economic downturns challenge us to think about how we can emerge stronger and more sustainable in the future.

Arizona leaders are calling for new investments and policy changes on a number of issues, but which ideas have the support of citizens? The Web survey asks citizens to consider ideas from a variety of sources: initiatives being considered in Arizona that are supported by various leaders and organizations, ideas being considered at the federal level, and ideas from expert practitioners in Arizona who have a deep understanding of the five issues presented to participants.

For each of the five issues, participants were offered a series of five or six options for the best use of their tax dollars. Participants were not asked to rank order the options because that doesn't tell us the magnitude of their preferences. For example, the difference in support between an option ranked first and one ranked second might be highly significant or too close to call.

Instead, the choices were presented two or three at a time, forcing participants to choose a single, favorite option. The sequence of either/or choices ultimately positions each option against all other options. This allows us to calculate the relative support that citizens express for each option in a more precise manner.

Respondents to the telephone poll were invited to participate in the Web survey at the conclusion of their interview. A total of 831 people completed the survey, representing all three regions of the state, all ages and attachment levels.

Based on the size of the sample and the “forced choice” methodology used, the margin of error for Arizona at 95 percent confidence is  $\pm 0.3$  percentage points, less than one third of one percent. The margin of error is  $\pm 0.5$  percentage points in the urban corridor and  $\pm 0.9$  percentage points in smaller cities and rural areas.

My job provides the income needed to support my family.

**39%**

(Strongly Agree)

## The five issues that were presented to participants

- 1 *Help Arizona students prepare for the jobs of the future.*
- 2 *Make healthcare more available and affordable.*
- 3 *Increase the number of good-paying jobs in Arizona.*
- 4 *Build the infrastructure Arizona needs for the future.*
- 5 *Help Arizona become more energy independent.*

The following results represent which policies or investments citizens are most likely to support as we begin planning for Arizona's future. All choices are tied to individual tax dollars as a primary revenue source. Several combine tax dollars with other revenue sources, when appropriate.



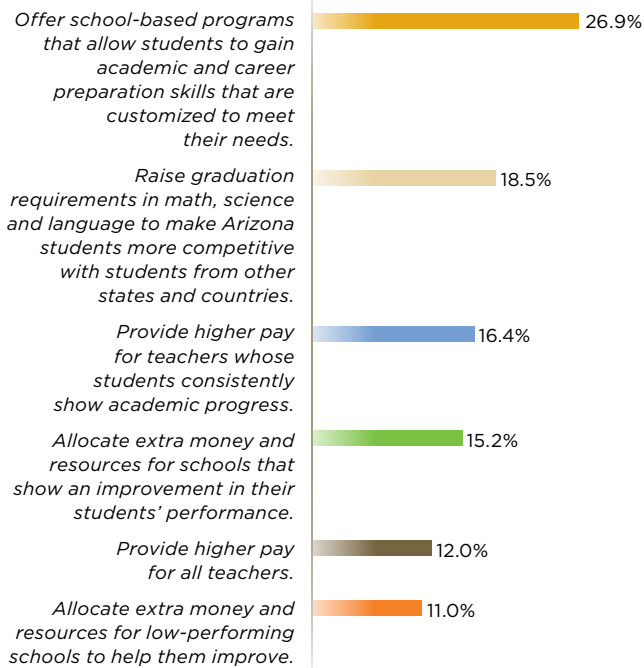
# 1 HELP ARIZONA STUDENTS PREPARE FOR THE JOBS OF THE FUTURE

## KEY FINDING

**Citizens favor school programs that ensure students are career/college ready, and they want academic preparation to be competitive with the rest of the world.**

Which ONE of the following ideas would be the best use of your tax dollars?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

## How broad is the consensus?

- **Geographic Regions:** There is little disagreement in the level of support citizens have for the ideas presented. All three regions—urban corridor, small cities and rural areas—support the six approaches in the same order of preference.
- **Attachment:** While all respondents give their highest support to programs that help students customize their education and training, attached citizens are more likely to support higher pay for teachers whose students show academic progress than “not attached” citizens.
- **Age:** Younger people (18 to 34) are more likely than others to support providing low performing schools with extra money and resources to help them improve. People 35 years of age and older are more likely to support raising graduation requirements in math, science and language to international standards.

## Actionable Insights for Arizona

Only 19 percent of Arizonans rate their public schools as “very good” and they recognize that “one size does not fit all.” Transforming our education system so students can choose multiple paths to their personal future is a clear direction to take in planning a citizens’ agenda. Arizona citizens want students to graduate career/college ready, and recognize that their academic preparation should meet national and international standards.



## On Education

*Arizona’s children can only climb as high as we set the bar. And the bar we set will determine their ability to compete globally and our ability as a state to compete. The quality of education we provide also drives job creation because employers come to a place and prosper when they have access to an educated and skilled workforce. We need to invest more in education and we need to eliminate tenure. Our children deserve teachers with the talent to truly encourage and inspire them.*

### Pat Esparza

Director  
Mesa Life Options/Experience Corps  
Mesa Community College

## 2 MAKE HEALTHCARE MORE AVAILABLE AND AFFORDABLE

### KEY FINDING

**Citizens favor insurance programs for all Arizonans with payment assistance for those who need it.**



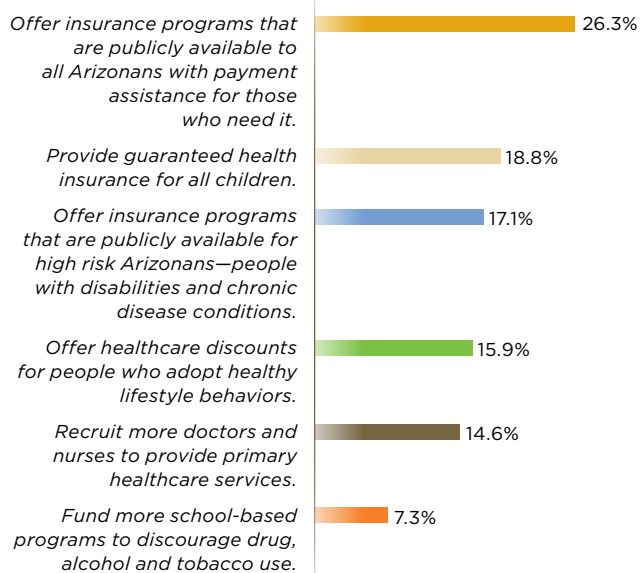
### On Healthcare

*We own a small business and we're doing pretty well. But the cost of living is high in Prescott and we have six children. There have been times when we couldn't afford health insurance for our family. We still can't afford to provide it for employees. I wish we could, but it's too expensive. I don't support socialized medicine, but if I could decide how my taxes are used, one priority would be to make health insurance more affordable.*

**Gayla & Eric Moore**  
Jay's Bird Barn  
Prescott

Which ONE of the following ideas would be the best use of your tax dollars?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

### How broad is the consensus?

- **Geographic Regions:** There is little disagreement about the importance of making health insurance available to all Arizona citizens. The top three choices favored by citizens deal with concerns over affordable health insurance, accounting for 62.2 percent of the total responses. In addition, only 23 percent of Arizona citizens rate the availability and accessibility of health-care as “very good” on the telephone poll. That number drops to 18 percent in small cities and 17 percent in rural areas.
- **Attachment:** Attached citizens are more likely to support efforts to recruit more doctors and nurses than other groups.
- **Age:** Much like attached citizens, people over the age of 65 are more concerned about recruiting doctors and nurses to their area. They are also significantly less concerned about providing health insurance for all Arizona children.

### Actionable Insights for Arizona

The health concerns of Arizona mirror the concerns of the nation. On Gallup's annual Health and Healthcare Poll, conducted in November 2008, Americans identified access to healthcare as the most urgent health problem facing the country for the second year in a row. In addition, the Arizona Opportunity Map identifies Basic Services, which include access to healthcare, as a factor that significantly influences citizen attachment.

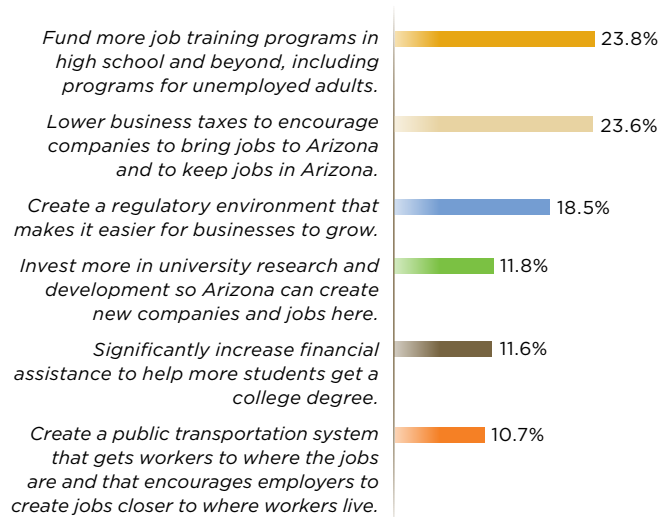
# 3 INCREASE THE NUMBER OF QUALITY JOBS IN ARIZONA

## KEY FINDING

**Citizens favor two ideas—job training programs and lower business taxes.**

Which ONE of the following ideas would be the best use of your tax dollars and/or private sector funding?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

## How broad is the consensus?

- **Geographic Regions:** There is little disagreement about the top two ideas for job creation. But citizens in the urban corridor are more likely than others to support public transportation and investments in university research.
- **Attachment:** Attached citizens are the most likely to support lower business taxes and a business-friendly regulatory environment. Citizens who are not attached are the most likely to support public transportation.
- **Age:** Not surprisingly, people 18 to 54 are more likely to support financial assistance for college students than citizens age 55+.

At the statewide level, only six percent of all citizens see the availability of job opportunities as “very good.” The number drops to three percent in small cities and rural areas, where a full one-third of all citizens rate job opportunities as “1—very bad.”

Because citizens support lifelong training programs, it’s tempting to assume that the relationship between education and job creation is well understood. That’s not clear and more discussion is needed. Citizens seem to believe that Arizona needs a tax policy that attracts and grows new business to expand job opportunities. The relationship between investments in Arizona’s growing research environment and job creation, however, appears to be less well understood.

## Actionable Insights for Arizona

Citizen responses to several questions on the Gallup Arizona Poll make it clear that job creation is seen as a critical statewide need. The strong support for job training programs suggests that people understand that more training may be needed if working people are going to find the job opportunities they want in the future.



## On Job Creation

*Jobs are scarce in Yuma. There are just a handful of large employers—the military, local government, agriculture and the schools. We need to create new industries that fit us—maybe in renewable energy. We cannot prosper long-term as a community without investing in ideas that create jobs.*

### Tony Vargas

Ace Computer Concepts  
Yuma



## 4 BUILD THE INFRASTRUCTURE ARIZONA NEEDS FOR THE FUTURE

### KEY FINDING

**Citizens favor adopting water management plans statewide and they want the natural environment preserved.**



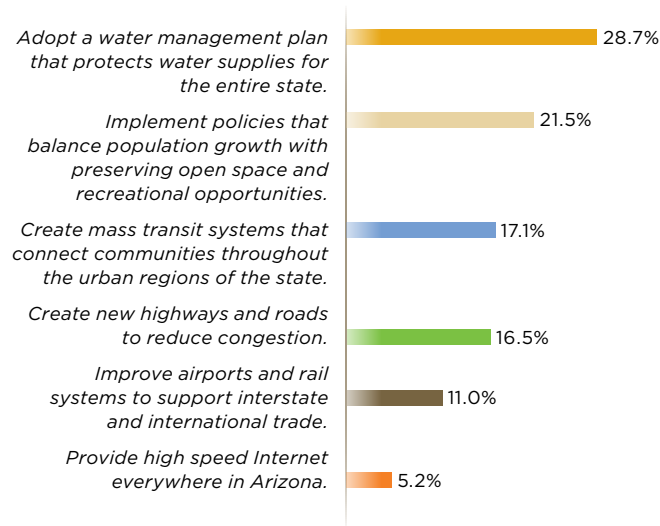
### On Infrastructure

*With such high growth, the infrastructure in Arizona will always be an issue. But we can't keep building out a system that is largely based on fossil fuels. We need better planning and we need to understand that two of the most important aspects of the infrastructure are schools and energy resources. If we pay more attention to creating a top education system and becoming more energy independent, good jobs will come. All of these things link together. They are the building blocks of prosperity.*

**Dave Duggan, Ph.D.**  
Translational Genomics  
Research Institute (TGen)  
Phoenix

Which ONE of the following ideas would be the best use of your tax dollars and/or private sector funding?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

### How broad is the consensus?

- There is little difference in the opinions of Arizonans by geography, attachment or age when it comes to water. It should be noted that support for water management planning is higher in rural areas at 29.6 percent and small cities at 30.2 percent.

It comes as no surprise that people in a Western state are concerned about water. The results confirm what most of us know—the long-term quality and sustainability of our water supplies are fundamentally important. Water is a complicated issue that crosses state lines and national borders. Failure to deal with the issues and to plan for the long term, however, is unacceptable and citizens understand that.

Citizens also understand the value of the state's aesthetics—the physical beauty of Arizona and the importance of balancing growth with preserving our open spaces and recreational opportunities. This conclusion is supported by a question in the telephone poll. When asked how they felt about efforts to preserve the environment, 71 percent of Arizona citizens expressed satisfaction.

### Actionable Insights for Arizona

Citizens don't want to lose the environment they consider so valuable. Protecting our open spaces and ensuring our long-term water supplies are critical to *The Arizona We Want*.

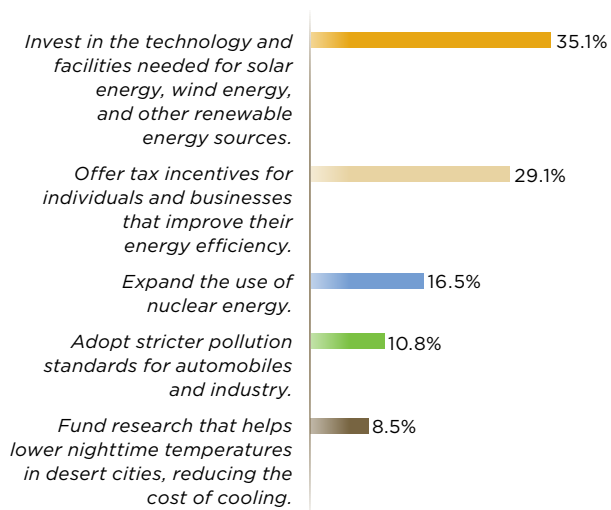
# 5 HELP ARIZONA BECOME MORE ENERGY INDEPENDENT

## KEY FINDING

**Citizens favor investing in technology and facilities for solar, wind and other renewable energy sources.**

Which ONE of the following ideas would be the best use of your tax dollars, private sector funding and consumer price increases?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

## How broad is the consensus?

- **Geographic Regions:** Every part of the state strongly supports investments in renewable energy as the direction Arizona should take in the future.
- **Attachment:** Attached citizens are slightly more willing to support the increased use of nuclear energy than citizens who are not attached.
- **Age:** Younger people age 18 to 34 are less likely to support the use of nuclear energy than other age groups. Support for expanding the use of nuclear energy increases with age.

At 35.1 percent, investing in renewable energy resources received the largest percentage of citizen support of any idea presented for the five goals included in the Web survey.

There are probably several reasons, and some of the individual people profiled in this report mentioned a few—volatile gas and energy prices, the realization that foreign oil leaves us politically and economically vulnerable, the additional realization that solar energy and other renewable sources offer new opportunities for job creation and a stronger economy.

## Actionable Insights for Arizona

Citizens endorse the use of taxes for the purpose of investing in renewable energies. For Arizona to move forward, however, will require a significant public-private partnership with clearly defined roles and responsibilities.



## On Energy

*Making Arizona more energy independent would be a great way to create jobs. Our biggest resource is the sun—we should be investing in research that makes solar energy more efficient and cost-competitive. I could see government helping to fund the research and the facilities to get things started but, ultimately, solar is only viable if it becomes profitable. Government is not motivated by profit. So the ultimate responsibility for making solar work has to be with the private sector.*

**Chris Esparza**  
Sales Manager  
S&K Sales Co., Inc.  
Mesa

## WHICH IDEAS WOULD CITIZENS SUPPORT WITH THEIR TAX DOLLARS?



### On Taxes

*For Arizona to live up to its potential as a great place to live means we need a sustainable tax policy—and we don't have one. In Arizona, state and local government are very focused on operational issues. We have an immediate surplus or we have a shortfall. We need to start looking down the road. And we need to invest our tax dollars in the right things—better public schools and new industries. Growth is inevitable in Arizona. But talented, skilled people who aren't yet ready to retire come to places with good schools and quality jobs.*

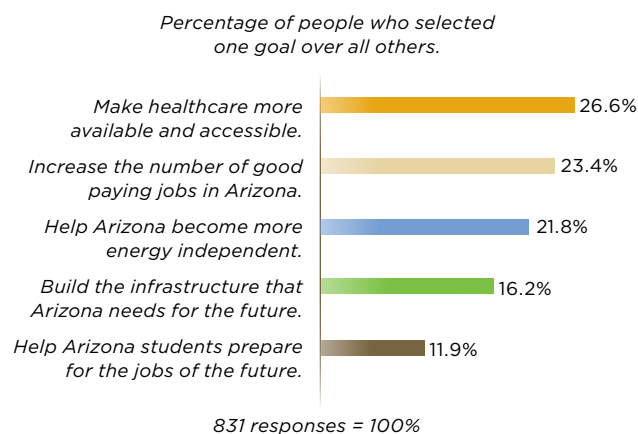
**Peter Michaels**  
News Director  
Arizona Public Media  
Tucson

At the end of the Web survey, after citizens had evaluated specific policy ideas for addressing each issue, they were asked to consider how important each issue was to them if it involved an increase in their personal taxes.

#### KEY FINDING

**In Arizona, citizens are most willing to support an increase in taxes if the revenues are used to increase access to healthcare.**

Which ONE issue would you be most willing to support through an increase in your taxes?



#### How broad is the consensus?

- **Geographic Regions:** At 27.3 percent, residents in the urban corridor are more concerned about healthcare than citizens in small cities at 22.7 percent and rural areas at 25.7 percent. The top priority for rural areas is job creation at 28.6 percent.
- **Attachment:** Attached citizens are more willing to support helping Arizona students prepare for the jobs of the future than citizens who are not attached.
- **Age:** Job creation is the greatest concern among citizens age 18 to 54. Support for helping students prepare for the jobs of the future declines with age.

Arizona citizens, like the rest of the nation, are concerned about access to healthcare. Because health insurance for working adults in this country is most frequently tied to employment, these concerns are greater when job security is uncertain and the job market is considered weak.

#### Actionable Insights for Arizona

People were not asked to prioritize the importance of the five goals. They were asked to choose which single goal they would choose to support (over all others) with an increase in taxes and/or consumer prices. The fact that one goal receives more support than others does not necessarily mean that people don't think other goals are important. Choosing one may mean that it's of more immediate and personal concern.



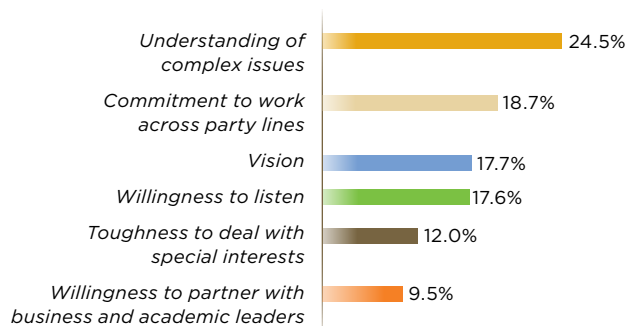
# WHAT DO CITIZENS EXPECT FROM THEIR ELECTED LEADERS?

## KEY FINDING

Citizens believe that elected officials must understand complex issues to govern effectively in the 21<sup>st</sup> century.

Which ONE of the following traits is the most important quality in an elected official?

Percentage of people who selected one trait over all others.



831 responses = 100%

## How broad is the consensus?

- **Geographic Regions:** At 26.1 percent, residents in the urban corridor are most concerned about the ability of leaders to understand complex issues. People in small cities and rural areas feel more strongly about a commitment to work across party lines.
- **Attachment:** People who are emotionally attached value a leader's willingness to listen more than citizens who are not attached.
- **Age:** Younger citizens also value a willingness to listen but selection of this quality declines with age. People age 65+ consider a leader's vision very important, closely followed by understanding complex issues and the toughness to deal with special interest groups.

The initial telephone poll included two questions about leadership in Arizona. At 8 percent, college graduates and high income citizens give the lowest ratings to elected officials. The highest ratings are expressed by people over the age of 65 at 15 percent, and Hispanic citizens at 14 percent.

## Actionable Insights for Arizona

Leadership is a key opportunity for Arizona. The results make it clear that citizens believe the major issues we confront cannot be solved in a simplistic way nor can they be resolved in a partisan way. Citizens want leaders who are smart, fully prepared to lead, and who can work across party lines.

## Arizona Responses to Specific Leadership Questions

Leaders in my community or area represent my interests.

**10%**

(Strongly Agree)

How would you rate the leadership of the elected officials in the city or area where you live?

**10%**

(Very Good)

## Some Other Arizona Responses

### SOCIAL OFFERINGS

12%

Believe that people in their city or area care about each other.

### INVOLVEMENT

38%

Worked with others in their community to make change.

### SAFETY

35%

Believe it's completely safe to walk at night within a mile of their home.

### SOCIAL CAPITAL

74%

Talk to their neighbors at least once a month.

### WELL BEING

29%

Learned or did something interesting yesterday.

# A fresh approach.

The Arizona Opportunity Map is more than a concise display of data—it offers a new way of thinking and planning for *The Arizona We Want*.

The telephone poll helps us see clearly where we stand in the eyes of citizens on specific issues that affect our prosperity and quality of life. The Web survey evaluates specific policy ideas to identify those that citizens are likely to support.

Combining results provides a baseline of citizen thinking that can serve as the foundation for a citizens' agenda. But as the map clearly shows, the opportunities require a combination of public policy and community building efforts.

### THE ROLE OF PUBLIC POLICY

Citizens expect government to play a responsible role in our society. If Arizona is going to succeed, government action is needed to improve K-12 education, increase access to health care, build a modern transportation infrastructure, ensure public safety, and provide the policies for good land and water management. These programs are largely tax-based and citizens understand that. Government's role in the economy may be a supporting role but it is critical. Arizona needs a sustainable tax policy, and postsecondary education and job training that produces a 21<sup>st</sup> century workforce.

### THE VALUE OF COMMUNITY BUILDING

Other factors are less tangible—Arizona's social offerings, social capital, and to some extent our openness, safety and citizen involvement. These factors do not rely solely on public policy. They reflect the culture of the communities we are building and the core values that determine how we treat one another.

### How can we go from ideas to actions?

Most large-scale planning efforts focus on public policy. What makes this a fresh approach is that the Gallup Arizona Poll challenges us to address both public policy and community building with similar levels of thought and action.

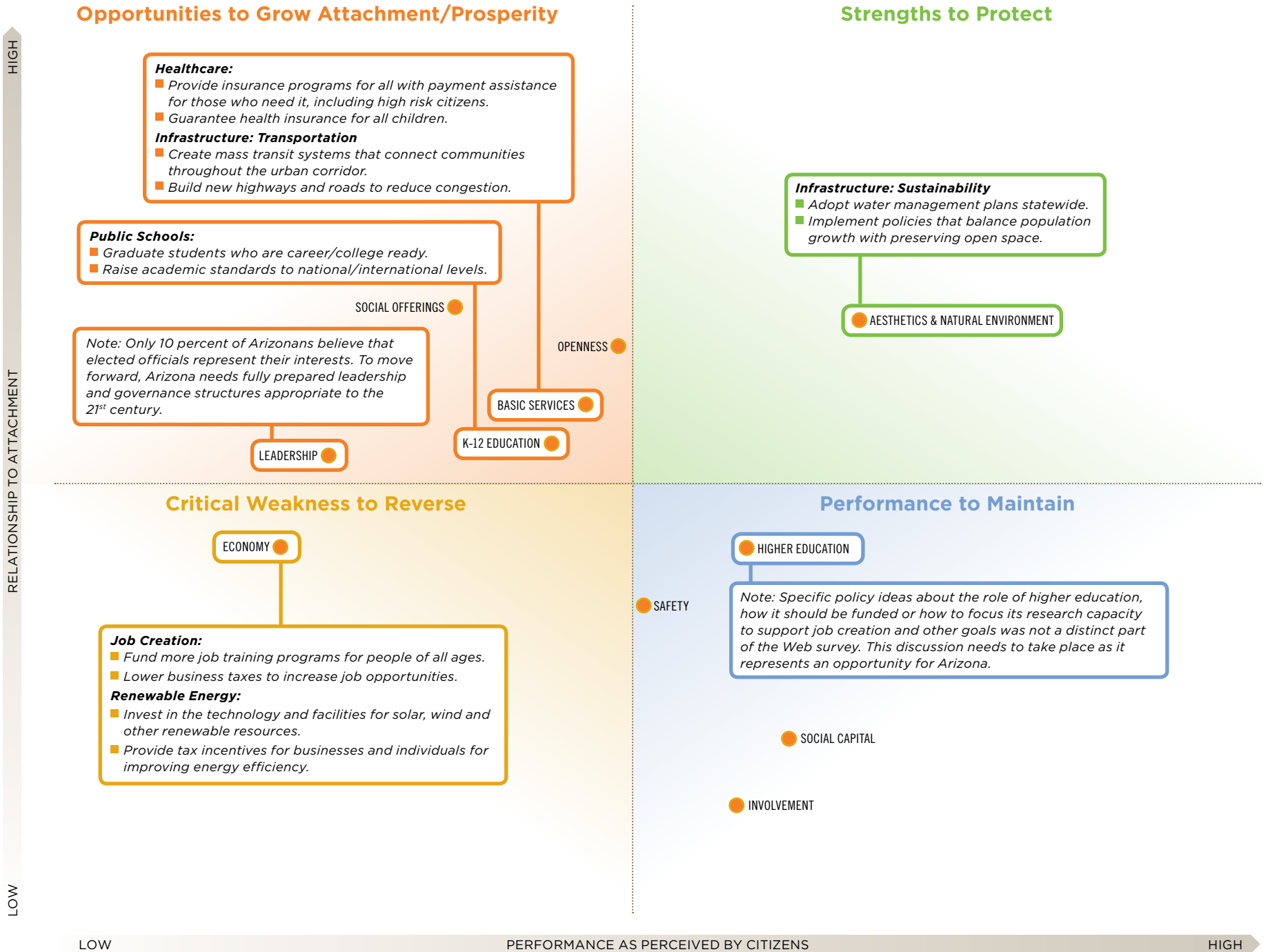
The Arizona Opportunity Map provides a **framework for planning** that leaders in all sectors can use to help guide multiple efforts. The map includes what citizens think about Arizona's performance on the 11 factors that define a healthy community and specific policies they favor for addressing a number of critical issues.

One of the strengths of the map is that it challenges us to be comprehensive in our thinking. All four quadrants on the map are important because we can't afford to assume our strengths any more than we can ignore our weaknesses.

The map also challenges us to be inclusive. No one sector, no one organization or approach will lead us to *The Arizona We Want*. It will take all of us working together on a shared set of goals.

# ARIZONA OPPORTUNITY MAP

POLICY IDEAS THAT CITIZENS FAVOR





# A citizens' agenda for Arizona's second century.

The driving force behind any great endeavor is leadership.



## On Leadership

*We moved to Tucson from Washington, D.C. right after 9/11 and we felt so welcome here and so safe. Arizona's potential was very apparent. But there are also lots of challenges and we don't see elected officials guiding us. People come together here frequently in statewide meetings and all these great ideas are discussed. But then nothing happens. Does Arizona want change? We're not sure. But if we could say one thing to elected leaders, it would be to get a vision, stick to it, and lead us.*

**Jacquelyn Jackson**  
Executive Director  
Tucson Values Teachers  
Tucson

Achieving *The Arizona We Want* will require a near-universal mobilization of people and organizations throughout the state. It's not hard to inventory who's already doing what. The challenge is to align the hundreds of efforts already underway around the larger goals. That takes inspired leaders and passionate citizens who actively support them.

As a self-described "do tank," the Center never intended this study to simply end with a report. Rather, we view it as the beginning of a process to use the results and key findings of the Gallup Arizona Poll as the foundation for a citizens' agenda. As Arizona enters its second century, we need a vision and a roadmap. The eight goals identified to describe *The Arizona We Want* are firmly grounded in the beliefs and opinions expressed by Arizona citizens.

## CITIZENS' AGENDA

### CARING FOR THE ECONOMY

1. Create quality jobs for all Arizonans.
2. Prepare Arizonans of all ages for the 21<sup>st</sup> century workforce.

### CARING FOR PEOPLE

3. Make Arizona "the place to be" for talented young people.
4. Provide health insurance for all, with payment assistance for those who need it.

### CARING FOR COMMUNITIES

5. Protect Arizona's natural environment, water supplies and open spaces.
6. Build a modern, effective transportation system and infrastructure.
7. Empower citizens and increase civic involvement.
8. Foster citizen well-being and sense of connection to one another.

### Unresolved Issues:

- Investment strategy for Arizona
- Governance structures at all levels that enable elected officials to lead
- Global competitiveness
- Constructive solution to illegal immigration
- Balanced and stable tax system

## CARING FOR THE ECONOMY

### 1 Create quality jobs for all Arizonans

#### ACTIONS SUPPORTED BY CITIZENS:

- Invest in technology and facilities to grow renewable energy. (35%)
- Offer tax incentives for energy efficiency. (29%)
- Lower business taxes to attract and grow business. (24%)
- Provide a business-friendly regulatory environment. (19%)
- Invest in research that creates new companies and jobs. (12%)

#### RELEVANT POLL RESULTS:

*How many Arizonans “strongly agree” with the following statements?*

- 4%** Economic conditions are very good in my city or area.
- 4%** Now is a good time to find a job in my city or area.
- 6%** Job opportunities are very good.
- 17%** As a whole, the economy is getting better.
- 22%** My employer is hiring new people and expanding workforce.
- 24%** Believe the next generation will have a better standard of living than we have today.
- 39%** My job provides the income needed to support my family.
- 49%** I am extremely satisfied with my job and the work I do.

### 2 Prepare Arizonans of all ages for careers in the 21<sup>st</sup> century workforce.

#### ACTIONS SUPPORTED BY CITIZENS:

- Graduate students who are “career-college” ready. (27%)
- Create more job training programs for people of all ages. (24%)
- Educate Arizona students to national/international standards. (19%)

#### RELEVANT POLL RESULTS:

*How many Arizonans rate their community “very good” for the overall quality of their public schools?*

- 20%** Arizona
- 18%** Urban Corridor
- 18%** Small Cities
- 25%** Rural Areas

## CARING FOR PEOPLE

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

#### FIRST STEPS:

The Center will actively engage young people in a public dialogue about the quality of life they seek via special surveys, blogs and social marketing tools that will be available on *The Arizona We Want* Web site.

#### RELEVANT POLL RESULTS:

*How many Arizonans rate their community “very good” as a place to live for all groups of people?*

- 11%** Young, talented college graduates
- 14%** Gay and lesbian people
- 19%** Immigrant from other countries
- 23%** Racial and ethnic minorities
- 23%** Creative people
- 30%** Families with young people
- 47%** Senior citizens



## On Lifestyle

*Great cities are made up of two things—first, who lives here? What are the people like? Second, it’s the place itself. It’s jobs, climate, entertainment and outdoor recreation. New England was the place to be at one time. Then it shifted to New York City and California. The Arizona I want will be the new place to be. Our cities could have so much more to offer if we focused on it.*

#### **Aram Akhavan**

Senior  
Electrical Engineering  
Arizona State University  
Tempe



## On Opportunity

*I spent a summer in Europe recently and when I flew home, I suddenly thought, “Oh, I missed the desert and the mountains.” I appreciate the physical beauty of the state, but it’s not enough to keep me here. To attract young people, a city has to have something distinctive. When I think about Chicago, I think about 24/7 energy and great food. When I think about Austin, I think young people and music. When I think about Portland or Denver, I think about their passion for the environment. Will I be here in five years? No, because we don’t have the great institutions here that are leaders in my field.*

**Alicia Porter**  
Junior  
Museum Studies  
Arizona State University  
Tempe

*How many 18 to 34-year-olds rate their community “very good” for these qualities?*

- 6%** Availability of job opportunities.
- 17%** Cultural opportunities such as theater, museums and music.
- 19%** Vibrant nightlife with restaurants, clubs, bars, etc.
- 20%** Good place to meet people and make friends.
- 42%** Availability of outdoor parks, playgrounds and trails.

*How many 18 to 34-year-olds:*

- 11%** Plan to start their own business within the next 12 months.
- 29%** Would move to another city or state altogether if they had a choice.

## 4 Provide health insurance for all, with payment assistance for those who need it

ACTIONS SUPPORTED BY CITIZENS:

- Make health insurance publicly available for all Arizonans with payment assistance for those who need it. (26%)
- Provide guaranteed health insurance for all children. (19%)
- Make health insurance available to high risk Arizonans—people with disabilities and chronic disease conditions. (17%)

RELEVANT POLL RESULTS:

*How many Arizonans rate their community “very good” for accessible healthcare?*

- 23%** Arizona
- 25%** Urban Corridor
- 18%** Small Cities
- 17%** Rural Areas

## CARING FOR COMMUNITIES

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

ACTIONS SUPPORTED BY CITIZENS:

- Create water management plans for all regions of the state. (29%)
- Balance population growth with preserving Arizona’s environment and open spaces. (22%)

RELEVANT POLL RESULTS:

*How many Arizonans rate their community “very good” for the following?*

- 47%** Beauty of physical setting.
- 44%** Availability of outdoor parks, playgrounds and trails.

### 6 Create a modern, effective transportation system and infrastructure.

FIRST STEPS:

The Center will encourage public officials and community leaders to identify goals and timelines for their respective regions of the state.

RELEVANT POLL RESULTS:

*How many Arizonans chose the following action (over all others) to deal with Arizona’s infrastructure issues?*

- 17%** Mass transit systems that connect urban communities of the state.
- 17%** New highways and roads that reduce congestion.

*How many Arizonans rate their community “very good” for its highway and freeway system*

- 22%** Arizona
- 21%** Urban Corridor
- 24%** Small Cities
- 22%** Rural Areas



## 7 Empower citizens and increase civic involvement.

### FIRST STEPS:

Together with its partners, the Center will continue to aggressively seek the “voice” of Arizonans and to make that voice an important part of public affairs. Public meetings, online communications and additional research can help empower people and encourage them to take responsibility for their role as citizens.

### RELEVANT POLL RESULTS:

*How active are Arizonans in their communities?*

- 33% Attended a public meeting in the last 12 months in which local issues were discussed.
- 38% Worked with other residents to make change in the local community.
- 52% Performed volunteer work in the last 12 months.
- 75% Voted in a local election in the last 12 months.

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

### FIRST STEPS:

The Center will seek partnerships, both locally and nationally, to identify successful community practice interventions. One of the most disturbing results of the Gallup Arizona Poll is that only 37 percent of Arizonans believe they are treated with respect and even fewer, only 12 percent, believe that people care about each other in our communities.

### RELEVANT POLL RESULTS:

*How many Arizonans “strongly agree” with the following statements about their quality of life and well-being?*

- 12% People care about each other in my community.
- 12% Felt a high level of stress yesterday.

- 20% Rate the level of crime in their area as “extremely low.”
- 25% Believe it’s easy to meet people and make friends in their community.
- 29% Learned or did something interesting yesterday.
- 30% Indicate that at least half their family lives here.
- 32% Felt well-rested yesterday.
- 35% Feel completely safe walking home at night within a mile of their home.
- 35% Belong to 3+ groups or clubs that meet at least monthly.
- 36% Indicate that at least half their friends live here.
- 37% Believe they are treated with respect at all times in their community.
- 65% Are satisfied with efforts to reduce crime in their community.
- 74% Talk to their neighbors at least once a month.

### MEASURING PROGRESS

Together with industry leaders and government experts, the Center will develop a comprehensive set of indicators to measure Arizona’s progress over time on each of the eight goals. The specific metrics associated with each goal will be combined in an index with a composite score.

The metrics and scorecards developed for *The Arizona We Want* will become a designated dashboard on the **Arizona Indicators Project (AIP)** Web site. AIP will gather and compile data for the scorecards. The Center, working with the AIP partnership, will publish an annual report measuring the state’s progress toward goals.



## On Potential

*Arizona sums up what the West is all about—potential and opportunity. The environment is incredible and we’re a melting pot of cultures and ethnicities. But I’m frustrated with attitudes. I want cities to take responsibility for the impact they have on the resources of the region and I want elected officials who value young people and their education. We are the key to the future. It belongs to us and we should have a say in where things are going.*

**Jason Simpson**  
Senior  
Political Science  
Northern Arizona University  
Flagstaff

# Five issues that require resolution.

The citizens' agenda captured by *The Arizona We Want* provides an ambitious set of goals to be pursued in the months and years ahead. A careful review of the work to date, however, reveals five issues that also require resolution.

## ISSUE 1

### **Arizona needs fully prepared leadership and governance structures appropriate to the 21<sup>st</sup> century.**

The 2005 *Vision for Arizona* recommends that we develop "...leadership appropriate to our contemporary society that forges effective collaborations between the public and private sectors." It is clear from this report that Arizona must reform the selection process for elected officials to ensure those elected represent the interests of their constituents. As well, Arizona must find ways to improve the quality of political candidates for elective office, especially their ability to deal with complex issues.

Other observations in this report, coupled with evidence that our leaders are having significant difficulties coping with the problems facing our state, suggest that Arizona should review its governance system. We need to adopt whatever reforms are necessary to create a modern system that enables elected officials to govern effectively.

There could be no more significant way to celebrate Arizona's Centennial than to ensure we are recruiting, training and supporting effective leaders, and doing so with a governance structure appropriate to the 21<sup>st</sup> century.

## ISSUE 2

### **Arizona needs an investment strategy.**

Throughout the Gallup Arizona Poll, citizens have expressed their views about the need for significant investments in job creation, energy, healthcare, the infrastructure and education. Initiatives of this magnitude and complexity require an overall investment strategy if they are to be effectively pursued.

The *Vision for Arizona* published by the Center in 2005 was derived from 50 major Arizona policy reports generated over a 15-year period by a variety of public and private entities. One of its key recommendations was to "...establish a tradition of investment, by public and private sources, in the people and resources required to accomplish and sustain the goals contained in this vision." That recommendation remains as important today as when it was placed in the dozens of reports that precede this one.

The goals voiced by citizens as characterizing *The Arizona We Want* can only be accomplished through a clearly articulated and implemented investment strategy. The strategy must identify and deploy over an extended period of time the full range of resources required for the successful achievement of the goals.

62%

Believe the American Dream is still about opportunity, not stability. (18 to 34-year-olds)

### ISSUE 3

#### **Arizona needs a clear and sustained commitment to global competitiveness.**

Arizona citizens want quality jobs. They want job training for all ages that keeps us prepared for the workforce needs of the 21<sup>st</sup> century. Citizens want an education system for their children that ensures they are career/college ready when they graduate from high school. They believe our academic standards should be pegged to national and international standards so Arizona children will be globally competitive.

All of this requires that we, as a state, commit to the requirements of global competition.

One of the readers of an early draft of this report stated bluntly that, in his view, Arizona has not yet decided to compete with the rest of the world. We want the benefits of the global economy without taking the steps required to compete successfully in it. Those steps include building a top education system, a modern infrastructure, and a high-tech knowledge economy that values openness and opportunity.

The aggregate evidence in this report suggests that Arizona's investment strategy must include a sustained commitment to global competitiveness.

### ISSUE 4

#### **A constructive solution to illegal immigration must be found and implemented.**

Although the Gallup Arizona Poll did not deal explicitly with the immigration issue, the citizen views expressed below illustrate the need for a constructive solution.

*How many Arizona citizens “strongly agree” with the following statements?*

- 19%** Believe Arizona is a good place for immigrants from other countries.
- 23%** Believe Arizona is a good place for racial and ethnic minorities.

Federal efforts to date have failed to resolve the issue, leaving Arizona and many of its residents in limbo.

Arizona is a diverse state—a destination of opportunity and new beginnings for people from throughout the world. It is of particular interest and importance to Arizona that a workable solution be found and implemented as soon as possible.

### ISSUE 5

#### **Arizona needs a balanced and stable tax system.**

Arizona's tax system was not a topic explored in any depth by the Gallup Arizona Poll, yet issues of taxation that evoked a citizen response did appear in two specific instances in the report.

*How many people favor one idea (above all others) that involve changing the state's tax system?*

- 24%** Favor lower business taxes to encourage companies to bring jobs to Arizona and to keep jobs in Arizona.
- 29%** Favor tax incentives for business and individuals for improving energy efficiency.

These observations, coupled with the range of investments citizens believe Arizona should be making in the years ahead, suggest the importance of having a balanced and stable tax system.

When citizens were asked which one goal they were most willing to support through an increase in their taxes, every one of the options received some level of support. Taken together, these responses bring home the importance of a balanced system that is stable enough to support critical services through the cyclical changes in the economy that periodically challenge us.



## On the Economy

*For me, economic development is about how we, as individuals and businesses, invest in each other, believe in each other and grow our local economies. Every time a dollar is spent, we should be asking ourselves where the dollar is going. Is it staying here in Arizona, helping to start a new business, or create new jobs? Our mindset needs to shift to economic “gardening,” growing new ideas and opportunities from within. True economic development means investing in our own talent and that leads to keeping the talent, which is clearly a more sustainable model.*

**Kimber Lanning**  
Executive Director  
Local First Arizona  
Phoenix

# Putting ideas to work.

To be successful, *The Arizona We Want* has to become an important part of who we are as citizens of Arizona.



## On Education

*The single most important topic we discussed before relocating here was the public school system and what it would mean for our girls. We're fortunate to be in a school with a very fine principal. But I am very worried about how the budget cuts are going to impact schools. How are teachers supposed to do this incredibly important job when every aspect of the learning environment is being threatened?*

**Debbie Duggan**  
St. Joseph's Hospital & Medical Center  
Phoenix

**N**o one organization, agency or elected official is responsible for moving Arizona forward. That's not how our society works. Leaders in every sector have a legitimate and important role to play. Moving from plans to results, however, can only take place when both leaders and citizens are aligned around the same goals and feel accountable to one another for results.

To achieve *The Arizona We Want*, the Center is committed to developing an implementation process that includes two parts.

### BUILDING MOMENTUM

As recent events indicate, consumer confidence in the marketplace and citizen confidence in government are forces that can dramatically change outcomes. We are also learning that technology now plays a powerful role in times of uncertainty. Robert Cialdini, Arizona State University psychologist and internationally acclaimed expert on persuasion, recently commented in a *Washington Post* article, "When people are uncertain, a funny thing happens. They don't look inside for answers anymore because all they see is confusion. They look to see what other people in the same situation are doing." It's called *social proof* and people are finding it on the Web—not from experts, but from other people like themselves.

The Center is committed to pursuing an aggressive strategy that engages people throughout the state. To achieve the highest possible participation rates, the Center will lead a coalition of organizations that can gather information from citizens on an ongoing basis using a combination of resources.

Three approaches will be used:

**Public Meetings:** An ongoing schedule of public meetings will take place. The effort will focus on mayors and councils of government, social service organizations that touch people "on the ground," and philanthropic organizations.

**Print/Broadcast Media:** Print and broadcast media statewide will be provided with regular information about the results of the Gallup Arizona Poll. The effort will continue as plans develop for how we move *The Arizona We Want* goals forward. Particular efforts will be directed to securing regular coverage of the goals and scorecards used to measure progress over time.

**Web Communication:** A new and highly interactive Web site is now available to support *The Arizona We Want*.

- The Gallup Arizona Poll is available on the Web site. Arizonans are encouraged to take the poll online, and see how similar or different their responses are from those of their neighbors and fellow citizens.
- Throughout the implementation phase, the Web site will offer additional short surveys and blogging sites to assess citizen opinion, provide information, and create social networking opportunities that stimulate community discussions.



**There are nearly 4.8 million adults in Arizona today. Our goal is incredibly aggressive—we want to involve 1 million citizens online at least once in helping achieve *The Arizona We Want*.**

### MAKING THINGS HAPPEN

As Arizona struggles to navigate through its most difficult fiscal and economic challenges in recent memory, there is no better time to reappraise our fundamentals as a state—to ask what’s important and where do we go from here. *The Arizona We Want*, through the Gallup Arizona Poll, provides that clear, comprehensive citizen voice.

**Consider what we’ve learned:** Arizonans have a very high attachment to where they live. They love the natural beauty and open spaces of our state, and they are basically optimistic about the future. They display a remarkable consensus on a broad range of issues regardless of where in Arizona they live. Among those issues is an expressed need for more quality jobs with Arizonans of all ages better prepared for those jobs. They believe we must make Arizona more attractive for talented young people, and that we must have more fully prepared leadership and governance structures for Arizona’s second century.

It has become clear in our discussions with community leaders from around the state that achieving the goals set out in the citizens’ agenda requires a “keeper of the vision.”

That role fits well with the mission of the Center—to focus attention on important issues and to combine innovative research with new initiatives and partnerships that serve the public interest and the common good.

To support that commitment, we will create *The Arizona We Want* Institute as an integral part of the Center for the Future of Arizona. The Center will recruit outstanding leadership to establish the new organization as a trusted bridge to help connect citizens to leaders in both public and private sectors.

In addition to identifying metrics and creating scorecards for each goal to measure progress, the Institute will:

- Lead the implementation process for accomplishing the recommendations and goals of the report.
- Develop short-term (12 to 18 months) and long-term (5-year) plans for achieving the goals called for in the report.
- Establish strategic alliances with leadership and community organizations around the state for the purpose of aligning their organizational goals with those recommended by the report.
- Partner with national organizations that are committed to strengthening our communities and institutions.
- Seek adequate resources to accomplish the implementation plan.
- Create an accountability model that calls on leaders and citizens alike to be responsible for the results called for by the report.



### On the Future

*The Arizona I want is a place where I can have a secure job and a place where I can explore the outdoors. This is a beautiful state and there are so many places that should be preserved. I want to be able to provide my future family with the quality of life that I have enjoyed. Where will I be in five years? I’m not sure. I’m in community college now and I want to finish a degree in the next few years. But I’ll be back. This is where I want to be.*

**Merritt Moore**  
Sophomore  
Chemical Engineering  
Yavapai College  
Prescott

# CALL TO ACTION

*The Arizona We Want* report provides a planning framework and set of eight goals that reflect citizen opinions and concerns. None of the citizen-based goals will be realized, however, without a concerted and unified effort.

**Goals of this magnitude require citizens and leaders alike to make a focused and sustained commitment over an extended period of time.**

Arizona's accomplishments over the past decade in creating a competitive, internationally recognized bio-science capacity—one that ties together individuals and organizations from Tucson to Flagstaff—offer an example of the kind of focused, collaborative commitment that must be made for each of the goals contained in this report.

Ideally, we would see a near universal embrace of *The Arizona We Want* by citizens and leaders alike at local, regional and statewide levels. Even that, however, will not occur without leaders and leadership organizations aligning their agendas with those contained in this report and working in concert with others to accomplish the larger goals.

We believe the most promising strategy for turning goals into results is to ask for the following commitments:

## LEADERS AND LEADERSHIP ORGANIZATIONS

- Align leadership goals and activities with the specific *The Arizona We Want* goals.
- Develop local and regional initiatives that will advance the larger goals.
- Collaborate with others around the state in strategic alliances around individual goals.
- Participate in the process of measuring progress toward goals through scorecards developed for that purpose.

## CITIZENS AND COMMUNITY ORGANIZATIONS

- Embrace, publicize and use *The Arizona We Want* to set local goals and organize local activities.
- Focus particular attention on civic involvement, citizen well-being and sense of connection.
- Participate in strategic alliances that form to advance the larger goals.

## THE ARIZONA WE WANT INSTITUTE

- Serve as the torch bearer and quarterback to the leadership and community endeavors.
- Develop and manage the “strategic alliance” relationships.
- Maintain a communications program with all participants.
- Provide opportunities to celebrate progress toward *The Arizona We Want* goals, whenever and wherever it occurs.

**A Final Word.** In recent months, a number of promising initiatives have emerged to help Arizona get back on track to a healthy and successful future. Calls for better leadership, more effective government, a balanced and stable state budget, the revitalization of our economy and quality job creation are coming from a variety of responsible organizations. So many ideas are emerging that it's difficult to know how to coordinate these initiatives so they can work together effectively for a stronger Arizona. We believe *The Arizona We Want* report provides the perfect answer as to how these various initiatives can work in concert.

Accordingly, we urge all to use this report as a **framework for action**. It includes a comprehensive **opportunity map** that shows us where we are and where we need to go, with specific **citizen goals** to be achieved. Working together, if we develop **metrics and scorecards** to measure our progress and the right **strategic alliances** throughout the state, we believe that with hard work and sustained effort, we can truly create *The Arizona We Want*.

24%

Believe the next generation of Arizonans will have a better standard of living than we have today.

## ACKNOWLEDGMENTS

### Funding Partners (Partial List)

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Arizona Investment Council  
Arizona State University  
Blue Cross/Blue Shield of Arizona  
Bruce T. Halle Family Foundation  
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### Publication Design & Production

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Dan O'Connor, Project Management  
Melissa Katherman, Project Coordination

### Photography

Dave Tevis, Tevis Photographic

### Publication Printing

Prisma Graphic Corporation



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