



Young Talent 2020 Survey Report



Young Talent 2020 Survey Report

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EXECUTIVE SUMMARY

Capturing the Values, Concerns, and Goals of Arizona's Young Talent

Arizona's young leaders are critical to our state's future success, and we need their talents and contributions as leaders today and tomorrow. What factors will keep young Arizonans contributing to our communities and organizations in all sectors?

To answer these questions, the Center for the Future of Arizona (CFA) embarked on an important research project and listening journey. It was designed to capture the highest priorities of Arizona's young talent and provide Arizona leaders and employers in every sector with a new understanding of this generation's values and goals.

The short-term objective is to provide Arizona with a set of metrics for the Young Talent Progress Meter, the last of eight progress meters developed by CFA and its partners to help measure progress on the issues that matter most to Arizonans. The long-term goal is to ensure that Arizona remains a place of great opportunity and "the place to be" for young talent.

Across the great diversity of experiences and perspectives, we heard some universal truths about what matters most to young Arizonans. You will see their hopes, concerns, and valuable insights captured throughout this report of survey findings.

KEY THEMES that guide the thinking and perspectives of young Arizonans

- Pragmatism of Arizona's young adults
- Call for leaders with long-term vision
- Affordability of critical needs (housing, etc.)
- Passion for education at all levels
- Workplace culture's role in job satisfaction
- Demand for more fairness and equity
- Strong focus on sustainability
- Need to rethink healthcare services
- Young talent "draw" of AZ universities
- Surprising agreement across Arizona

The Center for the Future of Arizona is driven by a mission of bringing Arizonans together to build a brighter, stronger future for ourselves and our state. Core to this mission is the belief that our long-term success as a state depends on the contributions of all our young people.

As we approached the question of how we ensure Arizona becomes the place to be for young people to thrive, we realized we needed to listen first to their concerns, hopes, and dreams for the future. We launched a statewide listening tour to really understand the unique perspectives of young people. What are their hopes for their families and communities? What attracts them to Arizona? What might cause them to leave?

We were inspired and energized by what we learned and are deeply grateful to Dr. Larry Penley and Pat Beaty, CFA Senior Fellows, for their leadership of this process and the survey analysis. In the pages that follow, we are thrilled to share with you the results of a statewide survey which captured thousands of comments and reflections from young people. You will hear the importance of a quality education and access to opportunity for all, the need for healthy and vibrant communities, the pull toward purpose-driven careers, and the strong desire to make an impact and see future-focused, responsive leadership.

Their voices have informed the launch of the Young Talent Progress Meter, which provides reliable, trusted data to measure how we are doing on these issues of concern, and to use data to inform dialogue and spark action.



We invite you to engage with this rich information, to listen to the voices of young Arizonans, and to join us in this important conversation about our future as a state. How we position our state to succeed, particularly as we emerge from a global pandemic and economic crisis, is highly dependent on supporting and developing young people who will lead Arizona into our collective future.

Sybil Francis, Ph.D.
President & CEO
Center for the Future of Arizona



How CFA Identified a Set of Issues for Growing and Keeping Young Talent



YOUNG TALENT

The Center for the Future of Arizona and many of its partner organizations began by exploring a few questions:

What issues are most important to young Arizona leaders already?

What will keep them here and what could cause them to leave?

How did CFA go about asking young Arizonans?

- A series of 20 focus groups that included nearly 200 young Arizonan adults were organized by CFA and its partners.
- The insights gained by listening to what they had to say identified 36 concerns they raised that could provide the foundation for a broader survey.
- The broader survey goal was to ask young adults across the state to evaluate the relative importance of the 36 issues the focus groups identified as important to their own future decisions as well as their importance to the future of Arizona.
- More than 20 organizations agreed to distribute the Young Talent Survey to their members, alumni and employees.
- The survey results include the thoughts of over 2,000 young Arizonans who participated in the survey. They were asked to consider the relative importance of each concern raised in the focus groups and evaluate its importance to the future, both their own and the state over time.
- They also submitted thousands of useful comments that speak to the strength of their feelings, the range of opinions they hold, and their highest common priorities.

Methodology Note: Respondents were invited to rank each issue on a 5-point scale of importance. When reviewing the survey results, the importance of each issue was calculated by a 5-point ranking system and the percentages reported reflect the number of respondents who gave the issue a '4' or '5'. However, it is important to remember that survey participants evaluated the issues in terms of relative importance to other similar issues. They were presented with issues in groups (jobs, health, education, etc.) to help them differentiate the relative importance of each one more easily. This approach was used to clarify the highest priorities among a set of issues that had all been previously vetted as important concerns for young Arizonans. The results for each issue are included in this report.

YOUNG TALENT 2020 SURVEY: 2,052 PARTICIPANTS

The focus groups were held, and the survey completed, just before the COVID 19 pandemic took hold of our lives. Virtual meetings conducted throughout the summer with the CFA Young Talent Advisors provided the opportunity to ask them about the impact of the pandemic on their lives and what most concerns them about the future. Their comments are included in the report for context as you review the statewide survey responses.

WAYS TO MEASURE PROGRESS

Young Talent Progress Meter

SURVEY RESULTS

A New Perspective

Identifying a set of progress meters for any goal, including the retention of young talent, is not meaningful if we cannot measure our progress going forward.

The following 13 issues have been identified by survey participants in the Young Talent Progress Meter Survey as their greatest concerns. The following data sources will help CFA to determine how we can build a set of sources for measuring the state's progress. CFA will continue to identify the best and most accurate data possible as the Young Talent initiative becomes part of the state's public discussion.



YOUNG TALENT

- 1 Quality of K-12 Education**
By most measures in the Arizona Education Progress Meter, Arizona's educational system is showing improvements, including statewide attainment of a post-secondary credential at 46% compared with 43% in 2016. These improvements, however, are not enough to meet the goals set by education leaders for 2030. (Arizona Education Progress Meter)
- 2 Workplace Culture**
In 2019, Arizona had one company headquartered here that was recognized in the Top 50 Workplaces nationally according to indeed.com. (indeed.com)
- 3 Sustainable Water Supplies**
About 86% of Arizona's 7.3 million residents live within the 24% of our land area that is protected by strong water resource regulations. (Arizona Department of Water Resources)
- 4 Access to Quality Health Insurance**
In 2018, Arizona still lags the national average, with 12.4% lacking health insurance as compared with 10.9% nationally. (Centers for Disease Control)
- 5 Work Benefits**
Arizona is one of only 13 states nationally that requires mandatory sick leave. (National Conference of State Legislatures)
- 6 Cost of Living**
With a Consumer Price Index of 142.92, compared with an average of 270.35 for all other western urban areas, the Phoenix metro area is significantly more affordable than most other western urban areas. (Bureau of Labor Statistics)
- 7 Cost of Housing**
In the second quarter of 2020, the Tucson area ranked 109th nationally in home affordability, with about 71% of home sales affordable to the median family income. Ten years ago, about 74% of home sales were considered affordable, indicating that home prices are rising faster than income in the area. (National Association of Home Builders)
- 8 Quality of Arizona Public Higher Education**
The University of Arizona remains ranked at 89th internationally. (CWUR World University Rankings)
- 9 Access to Primary Care Providers and Medical Specialties**
Over 26% of Arizonans do not have a primary care physician as compared with 22% nationally. (Centers for Disease Control)
- 10 Elected Leaders Who are Focused on the Future and Whose Decisions Match the Goals and Values of Arizonans**
This issue is of critical importance to young Arizonans and more data is needed to track our progress.
- 11 Representation from Diverse Arizona Voices In All Levels of Public Discussion**
In 2020, females represent about 50% of the state's population, but only 35% of Arizona's mayors are women. (Survey of AZ City websites, U.S. Census Bureau.)
- 12 Planning and Policies that Balance Natural Resource Sustainability with Opportunities for Economic Growth**
All 35 Arizona cities and towns with more than 20,000 residents contain a conservation element in their General Plans which regulate land use, growth, and infrastructure. These plans are not required by statute until they reach 50,000 residents.
- 13 Availability of Mental Health Services and Providers**
In Arizona, about 21% of adults with any mental illness report that they have not received the care that they need. This compares with 22% nationally. (Mental Health America)

RESULTS - A NEW PERSPECTIVE

What do young Arizonans consider to be the most important issues in Arizona?

- 8..... Quality of K-12 Education
- 9..... Workplace Culture
- 10..... Sustainable Water Supplies
- 11..... Access to Quality Health Insurance
- 12..... Work Benefits
- 13..... Cost of Living
- 14..... Cost of Housing
- 15..... Quality of Arizona Public Higher Education
- 16..... Access to Primary Care Providers and Medical Specialties
- 17..... Elected Leaders Who are Focused on the Future and Whose Decisions Match the Goals and Values of Arizonans
- 18..... Representation from Diverse Arizona Voices In All Levels of Public Discussion
- 19..... Planning and Policies that Balance Natural Resource Sustainability with Opportunities for Economic Growth
- 20..... Competitive Teacher Salaries
- 21..... Opportunities for Upward Mobility
- 22..... Civic Participation
- 23..... Availability of Mental Health Services and Providers
- 24..... Post-Secondary Education Attainment
- 25..... Competitive Wages with Other Major Markets
- 26..... Climate Change
- 27..... State-Funded College and University Scholarships for Arizona Students Based On Family Income and Academic Merit
- 28..... Including the Voice of Young Arizonans In More Planning and Policy Decisions
- 29..... Economic Strength and Impact of Arizona's Social Services
- 30..... Sense of Community
- 31..... Access to Open Space and Recreational Areas
- 32..... Good Border Relations and Growing Trade
- 33..... Ratio of K-12 Students to Counselors/Mentors
- 34..... Quality of Roads
- 35..... Broadband Accessibility
- 36..... Business-Friendly Environment
- 37..... Justice System Reform
- 38..... Entrepreneurial Ecosystem that Encourages New Arizona-Grown Businesses
- 39..... Quality Childcare and the Availability of Quality Facilities
- 40..... More Vibrant Tech Industry Sector
- 41..... Greater State Investments In Growing Regional Economies Outside Maricopa County
- 42..... Access to Major League Sports, Community Gathering Places, the Art Scene, and Music Venues
- 43..... Public Transportation

QUALITY OF K-12 EDUCATION

Arizona children graduate high school well-prepared to pursue their desired future

Statewide Participants (18-40): 93.16%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	93.44%	93.08%	92.74%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
96.74%	92.23%

Does where you live make a difference?

(Results by county.)

<u>Maricopa (794)</u>	<u>Pima (348)</u>	<u>Coconino (121)</u>	<u>Yuma (67)</u>
94.06%	92.83%	92.62%	95.52%

(Numerical results by # of county participants but only 1,400 of more than 2,000 answered the question.)

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Lupita Gamez

College & Career Readiness
Mexican American Student Services
Tucson Unified School District

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“My biggest concern with the pandemic is the lack of access to technology that so many disadvantaged students are experiencing. Remote learning only works if you have access to computers, WIFI, online-trained teachers, etc.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Nothing in Arizona matters more than a quality education system.”
- “If I had a child, I would not rely on Arizona’s public education system.”
- “As a business owner, I am most concerned about the ability of our educational institutions to prepare a talented staff.”
- “With few exceptions, Arizona public schools are not strong enough to produce competitive candidates for higher education.”
- “In general, public K-12 education is sorely underfunded and does not meet the needs of Arizona’s racially/economically diverse students.”

Opportunities for professional growth, meaningful work, succession planning and mentors

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Zach Charnell
Software Engineer
Carvana
Tempe

Statewide Participants (18-40): 92.68%

Does age make a difference?

Age:	18-27	28-34	35-40
	94.47%	91.64%	90.46%

Do children make a difference?

With Children	Without Children
90.85%	93.17%

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
91.04%	93.66%	90.17%	98.48%

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“ I just graduated with my master’s, but COVID makes finding a job challenging. And while online services are helping, they don’t replace personal visits in conveying a sense of community.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Salary can be negotiated and accommodated, but work culture cannot.”
- “Culture and meaningful work make all the difference; the other items are nice, but they’re ruined if you’re not doing something your heart’s behind with people who are worth spending eight hours a day with.”
- “Workplace culture is one of the foundations to upward mobility and competitive wages.”
- “I first came to Arizona for college. I stayed for a job. But I am now leaving because my work culture is oppressive and unfulfilling.”
- “When I feel good about the work I am doing and the people I am working with, I perform my best.”
- “I love the opportunity for advancement and doing meaningful work.”
- “Professional growth is my most important criteria for a job, because hardly anyone lands their dream job just after graduation.”

SUSTAINABLE WATER SUPPLIES

Statewide Participants (18-40): 92.54%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	92.07%	92.77%	92.53%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
93.06%	92.67%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
92.45%	94.84%	96.72%	91.05%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Suzie Boyles

Economic Development Manager
City of Buckeye

WHAT YOUNG ARIZONANS HAVE TO SAY:

- *"It's the desert - water first!"*
- *"I am frustrated by the lack of movement in the non-AMA water users and their lack of regulation."*
- *"People will not move somewhere that doesn't have a sustainable water supply."*
- *"Without a solid foundation for a sustainable water supply, it becomes extremely difficult to sustain other natural resources."*
- *"It is less expensive for Saudi Arabia to buy alfalfa from us and have it shipped overseas than to grow it themselves because water is priced higher for their own industry. How does this make sense?"*
- *"Arizona has some of the most advanced water preservation technology in the world."*
- *"I'm leaving Arizona because I don't feel safe here. Climate change will make it unbearable, and even without that, our water is running out."*
- *"The watershed in Tucson has been declining for decades; we need sustainability in the desert."*

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Kristina Crane
 Chief Strategy Officer
 STChealth
 Phoenix

Statewide Participants (18-40): 90.29%

Does age make a difference?

Age:	18-27	28-34	35-40
	87.25%	87.24%	94.59% ↑

Do children make a difference?

With Children	Without Children
93.06%	92.67%

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
89.17%	91.98%	89.35%	91.05%

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“ The pandemic has made healthcare the greatest concern of employees today.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Without quality health insurance, job seekers will move on to employers that do offer the better health insurance programs, especially as they age.”
- “I would like to see a future system that isn’t insurance dependent and is accessible to all.”
- “I have a health condition that is a preexisting condition. Being able to have coverage for my prescriptions and access to specialists is important to me. My life depends on it.”
- “I am fortunate to live in Phoenix, where there are lots of options, but our citizens in rural communities are hurting.”
- “Access isn’t a problem; it is cost.”
- “It is not the job of the government to provide health insurance for all.”
- “The lack of accessibility, especially among the disadvantaged who are unable to afford care and preventive treatment, is appalling.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

WORK BENEFITS

Flexible schedules, vacation time, personal leave time, childcare leave, access to health insurance

Statewide Participants (18-40): 89.83%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	89.45%	90.05%	90.21%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
93.28% ↑	88.57%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
89.67%	92.24%	91.8%	92.42%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Samir Madden

Graduate Student
Public Administration
University of Arizona
Tucson

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “I believe there should be a good work-life balance. I don’t want to look back in ten years and say I devoted myself to my job and work and that’s all I did.”
- “Having a life outside of work is paramount to good mental health.”
- “I am a young working mother that needs work to be flexible and allow for sick leave/maternity leave.”
- “I would consider a lower compensation for better benefits because I prioritize work-life balance.”
- “If an employer’s benefits are expensive or not ideal and it’s hard to get time off for sickness or vacations, then salary competitiveness is more important.”
- “The idea of a flexible workplace is something that most millennials mention when describing their ideal job. If I were offered a position with more PTO and flexible remote work, I would take as much as a 10K cut in salary.”
- “Being able to have a flexible work schedule so I can be with my family when they need me is priceless.”
- “As working mom...if I have the ability to dedicate my time to my family and be there for what is important, then it becomes a priority to dedicate 100% of my myself when I am at work.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Noah Wolfe

Senior Development Associate
Grand Canyon University
Phoenix

Statewide Participants (18-40): 89%

Does age make a difference?

Age:	18-27	28-34	35-40
	89.83%	88.51%	88.65%

Do children make a difference?

	With Children	Without Children
	88.26%	89.12%

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
89.86%	88.47%	95.08%	85.07%

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “People are drawn to Arizona with its competitive cost of living. That’s outstanding for now, but rapid growth could drive these costs up too fast.”
- “Cost of living is getting worse every year. Wages in many areas are stagnant or not rising as fast as inflation. Minimum wage increases only helped those at the far bottom, but it’s not nearly enough for them to reach middle class either. So, in the end, nobody wins.”
- “It’s been sad to see cost of living continue to increase as wages stay the same or increase at a MUCH slower rate. It’s going to be difficult for this state to continue to prosper if it continues.”
- “I have noticed that the cost of living is pretty comparable to more affordable places in the country, and it should stay this way.”
- “Keeping Arizona’s cost of living down and preventing displacement and gentrification should take precedence over supporting growth in industries that benefit a few.”
- “The state of Arizona already has a low cost of living.”
- “The cost of living was one of the factors that drove me to relocate to a different state.”

COST OF HOUSING

Statewide Participants (18-40): **87.74%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	88.77%	87.74%	87.02%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
86.27%	88.19%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
88.77%	88.44%	90.16%	90.91%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Khara House

Director of Community Engagement
Bella Investment Group, LLC
Flagstaff

WHAT YOUNG ARIZONANS HAVE TO SAY:

- *“Cost of living and cost of housing are issues that will drive or destroy the Arizona infrastructure and potential for economic growth in years to come.”*
- *“At this rate, my kids are going to grow up homeless.”*
- *“People making a middle-class income can no longer afford middle-class housing, and rent is so sky high that you can’t save for a home.”*
- *“Living in Flagstaff, most salaries are not conducive to affordable housing.”*
- *“I moved from a state that was very high-cost to live in and almost impossible to own a house. At 24, I was able to buy my own house out here, something many of my friends still can’t afford to do in NJ.”*
- *“Housing costs have skyrocketed in Tucson, and many expensive apartment buildings have been built downtown that are unaffordable for most young professionals.”*
- *“I can’t believe that 800 sq. ft. apartment rent is more than my mortgage on a 4-bedroom house.”*

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Rebecca Determan, MBA

Statewide Participants (18-40): 86.27%

Does age make a difference?

Age:	18-27	28-34	35-40
	88.08%	85.5%	83.72% ↓

Do children make a difference?

With Children	Without Children
83.73%	87.09%

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
84.83%	87.4%	88.53%	91.04%

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“The pandemic exposed what we know – that education is central to everything going forward. Are we investing our money to its highest and best use?”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Stellar institutes of higher education are likely to attract excellent students from across the globe and, hopefully, industries that would employ those students.”
- “State government needs to increase funding to state universities to fulfill its constitutionally mandated duty to make higher education as free as possible, and it needs to restore funding to community colleges in all Arizona counties.”
- “Arizona made the biggest cuts to education of any U.S. state while I was here, and it convinced me to leave after graduation.”
- “Honestly, the quality of my state university education wasn’t great; however, it was a good financial deal.”
- “All education in Arizona is dramatically underfunded. As such, I do not plan to raise a family in this state.
- “We want to offer more students the opportunity to go to college, but the quality of their K-12 education determines the quality of the higher education.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

ACCESS TO PRIMARY CARE PROVIDERS AND MEDICAL SPECIALTIES

Statewide Participants (18-40): 86.06%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	84.65%	83.28%	90.98%↑

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
88.48%	84.82%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
85.98%	85.67%	85.25%	88.06%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Jerry LoCoco

Managing Director
SVN Velocity Commercial Real Estate
Yuma

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“ The pandemic exposed the difficulty when health care is tied to employment – and employment can end in a moment, from either a layoff or a closing of the place of business.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Access to primary care providers and medical specialties as well as insurance that provides this access has been incredibly important to me.”
- “Having access doesn’t mean diddly if I can’t pay the bills.”
- “I don’t know how to differentiate between the importance of access to healthcare through affordable and good insurance, and access to health providers. You don’t have quality health service without both.”
- “Those living in rural communities typically have to drive long distances to receive quality care. Those living on the reservations typically have to spend an entire day driving to Phoenix for a good doctor.”
- “When you make minimum wages, your benefits are not great and it’s very hard to afford co-pays for any specialists or emergencies.”
- “I can’t afford health insurance. As a family of four making \$100K per year, we would have to pay \$1,200 a month for health insurance as our employers don’t offer it. Deductibles are outrageous and specialists are a two-hour drive away.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

ELECTED LEADERS WHO ARE FOCUSED ON THE FUTURE AND WHOSE DECISIONS MATCH THE GOALS AND VALUES OF ARIZONANS

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Zach Yentzer

Executive Director
Tucson Young Professionals
Southern Arizona Leadership Council, Tucson

Statewide Participants (18-40): **82.38%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	80.42%	81.10%	85.82%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
86.52%	81.07%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
85.95%	82.08%	82.78%	83.58%

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“ We must make sure Arizona is positioned to get through COVID and begin shaping the new economy designed to innovate at a higher level.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Arizona thinks in the short term. Policy is oriented to the older people in the state who vote. Younger people don’t vote as much, which is an issue itself that deserves a more dedicated forum. Arizona needs to elect officials who act for all Arizonans and Arizona’s future.”
- “Quality bi-partisan leadership is critical.”
- “I do feel our leaders represent me well in Arizona today.”
- “Climate change is one of the most pressing issues on earth and we have to deal with it immediately. I’d like Arizona leaders to be focused on this issue.”
- “Leadership starts with citizens being involved in their government by voicing needs and concerns to elected officials.”

REPRESENTATION FROM DIVERSE ARIZONA VOICES IN ALL LEVELS OF PUBLIC DISCUSSION

Statewide Participants (18-40): 80.77%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	81.83%	77.45%	84.54%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
78.91%	81.6%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
82.58%	83.62%	80.16%	74.63%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Kirk Dunn
General Manager
Dunn Grain Company
Yuma

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Arizona’s leaders need to adapt to the state’s changing demographic trends.”
- “All voices of Arizona should be heard in meetings. That is the only way to grow as a state and to hear things from diverse generations to gain new trains of thought.”
- “I am less concerned with hearing diverse Arizona voices and more concerned with hearing voices that represent American values and culture.”
- “Quality bi-partisan leadership is critical.”
- “I do feel our leaders represent me well in Arizona today.”
- “Leadership starts with citizens being involved in their government by voicing needs and concerns to elected officials.”

PLANNING AND POLICIES THAT BALANCE NATURAL RESOURCE SUSTAINABILITY WITH OPPORTUNITIES FOR ECONOMIC GROWTH

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Greg LaVann

Economic Architect & Senior Vice President
Greater Yuma Economic Development Corp.
Yuma

Statewide Participants (18-40): 79.57%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	81.87%	79.74%	75.45%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
78.47%	80.29%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
80.33%	81.32%	82.65%	83.58%

WHAT YOUNG ARIZONANS HAVE TO SAY:

- *“Striking a balance between sustainability and economic growth is certainly an important goal, but I think it is certainly second to developing plans to make sure that the Arizona population has long-term, sustainable, equitable access to water.”*
- *“The idea of ‘balancing’ environmental sustainability within economic gain is absurd. The scale has been tipped in favor of the economy for decades.”*
- *“They’re the same goal. Economic growth is impossible with resource sustainability.”*
- *“Economic growth that exploits natural resources is theft.”*
- *“Balance is a tricky term. Open space and natural resources should be protected first, with development directed around them.”*
- *“While sustainability is wildly important, the economy needs to provide opportunities for people to live comfortably.”*

COMPETITIVE TEACHER SALARIES

Statewide Participants (18-40): **79.49%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	76.17%	80.51%	80.62%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
81.35%	78.55%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
80.15%	82.52%	83.6%	68.66%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Leanne Cardwell
Senior Grants Consultant
Community Link Consulting
Mesa

WHAT YOUNG ARIZONANS HAVE TO SAY:

- *“The salary of our educators prevents people who have the passion for educating others from going into the field.”*
- *“The quality of K-12 education should be one of Arizona’s top priorities, and this is inextricably linked to teacher salaries.”*
- *“Efforts to remedy salary disparities between districts are important as well.”*
- *“Teachers are underappreciated in Arizona. I cannot tell you how many applications on hiring committees I see of teachers trying to get out of the public and charter school systems.”*
- *“Higher salaries will improve the talent pool of teachers.”*
- *“Arizona has consistently been in the bottom 3 for competitive salaries. This has a vast effect on the education system and is a huge reason why most college/high school students leave soon upon graduation.”*
- *“As someone now making a high salary, I would be eager to pay more in taxes to support our K-12 system.”*

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Bethany Bennick

Manager, Investor Engagement
Greater Phoenix Economic Council
Phoenix

Statewide Participants (18-40): 79.22%

Does age make a difference?

Age:	18-27	28-34	35-40
	77.55%	82.50%	77.32%

Do children make a difference?

With Children	Without Children
79.39%	79.37%

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
78.46%	81.32%	72.95%	76.12%

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“The pandemic is tough on young people. Job openings have closed. Layoffs are widespread. Internships have been cancelled. Income disparity and inequity are especially apparent now.”

“I am dealing with people who are losing their businesses. It’s sad, and we need to work to make our economy and the job market work for Arizona. People also need more financial education.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “I work in a fairly niche field, so identifying opportunities for upward mobility and career growth are always at the forefront.”
- “I look for opportunities where I am given a tremendous amount of responsibility. With this responsibility, I expect to be rewarded for successful completion of projects through upward mobility and benefits. I also expect to be terminated if unable to perform successfully.”
- “Upward mobility is enticing to me as it makes me feel as though I am working toward a larger goal within the company.”
- “The opportunity for upward mobility is the most important to me, because it allows me to stay with an organization for a longer term, rather than having to look outside.”
- “Occasionally, in Arizona, it doesn’t feel that there is a huge amount of room for growth.”

CIVIC PARTICIPATION

Statewide Participants (18-40): **78.55%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	79.31%	77.62%	78.96%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
77.07%	79.78%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
82.72%	76.3%	76.23%	80.3%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Cylee Gutting

Director, Member Engagement & Community Partnerships
Greater Phoenix Leadership
Phoenix

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Everyone should vote. Not voting is what got us into the mess.”
- “Civic participation naturally follows when people feel heard, represented, and accepted as part of the community.”
- “The process to efficiently inform voters and make them believe that they can indeed make meaningful change is what I believe is holding back civic engagement.”
- “We need voter registration (efforts) and, at the same time, more direct community engagement beyond showing up once or twice a year to vote.”
- “My vote doesn’t matter; we are a red state, so why would my vote make a difference?”
- “Encouraging people to participate in democracy, volunteer, and show up to public meetings only works if those in power are willing to listen, and prioritize the voice of citizens over the sway of corporate money.”
- “While it is great for everyone to participate, people don’t have to be involved if they don’t want to.”

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Casey Arellano
 Deputy Legal Defender
 Maricopa County Office of the Legal Defender
 Phoenix

Statewide Participants (18-40): 76.94%

Does age make a difference?

Age:	18-27	28-34	35-40
	80.18%↑	77.01%	72.17%

Do children make a difference?

With Children	Without Children
77.07%↑	71.37%

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
76.92%	77.01%	80.32%	80.6%

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Mental health services should not be a luxury only some can afford.”
- “Mental health is often ignored by insurance despite the fact that mental health professionals provide one of the most needed services in today’s world.”
- “Something I have noticed in the university is that many students do not have access to mental health services at a point in their lives where it is so crucial.”
- “Mental health shouldn’t be thought of as separate from overall healthcare or even specialty healthcare.”
- “One of my co-workers has to travel to Phoenix from northern Arizona just to access mental healthcare.”

EDITOR’S NOTE:

Nationally, approximately one-third of Americans have reported symptoms of anxiety and depression since late April 2020, according to the U.S. Census Household Pulse Survey. Upwards of 46% of people ages 18-29 are feeling these mental health strains, the highest of any group in the survey. CFA and its Young Talent Advisors felt this issue must be included in the Young Talent Progress Meter.

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

POST-SECONDARY EDUCATION ATTAINMENT

Baccalaureate degree, AA degree, technical certification

Statewide Participants (18-40): 76.75%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	78.22%	73.75%	78.09%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
76.79%	76.58%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
75.89%	76.79%	77.87%	89.55%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Reetika Dhawan

Dean of Career and Technical Education
Arizona Western College
Yuma

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“The COVID pandemic has had a huge impact on higher education at the community college level. We’re trying to learn how to provide a quality hybrid education. But continuing with the level of hands-on workforce training necessary for certification is difficult.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “There are many rural, low income towns in Arizona that are educationally underserved.”
- “Transfer agreements between any higher ed institution should be fluid and in full effect. Students should be able to work toward their degree and have the ability to move with ease from community college to college and from university to university.”
- “Education is the key to upward mobility, and I value access to it.”
- “I think public higher education is what Arizona is doing well.”
- “I think it’s incredibly important that young adults have access to affordable, quality higher education so they’re not starting their life 10 miles behind the ‘starting line’ by being in debt.”
- “It makes no sense to me why this state makes hardly any investment in education – at any level. Education can only improve our society.”

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Luke Amargo

Entrepreneur Manager
Better Business Bureau
Phoenix

Statewide Participants (18-40): **74.88%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	71.75%	75.24%	79.89%↑

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
76.74%	75.15%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
74.4%	74.43%	78.51%	74.63%

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“ We need to play a thought-leadership role in times of crisis. One specific effort is to help employers get ‘work from home’ agreements in place.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Wages need to be on par with other states, or I will be leaving very soon.”
- “Arizona has the 5th largest city in the U.S., but we’re 40th in income per capita and 22nd in median housing income.”
- “Competitive wages do not matter so much to me, because the cost of living in the Phoenix area is not too high compared to other cities.”
- “While Phoenix employers still want to think that it’s a cheap city, it isn’t. Rent has risen anywhere from 8-12% per year.”
- “Competitive wages and work culture are the major reasons why people leave jobs.”
- “I left Arizona because I could get better wages elsewhere. I may never come back, because Arizona companies can’t compensate me for my skills, though I would love to come back.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

CLIMATE CHANGE

Statewide Participants (18-40): 74.86%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	80.55%↑	73.22%	70.36%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
66.09%	78.92%↑

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
78.04%	79.31%	80.16%	65.15%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Lauren Evans

Marketing Coordinator
Mister Car Wash
Tucson

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “I want to be able to raise a family here in Arizona. Climate change makes that uncertain.”
- “Climate change is not being addressed in a serious manner by our state representatives. Arizona has no excuse not to push solar.”
- “It is imperative that we listen to reputable scientists regarding climate change and make intelligent, forward-thinking decisions based on their findings.”
- “Saying climate change is most important doesn’t necessarily mean limiting greenhouse gas emissions, etc. More important is climate adaptation – because it’s probably too late to stop that train, and we need to be prepared to handle hotter summers with less water.”
- “We are rapidly losing time to fight this battle. It’s feasible that children born today will be unable to survive in the world that has been created for them based on the climate catastrophe.”
- “Climate change can open doors to all kinds of new ideas, technologies, and inventions.”
- “I would like to see Arizona be a leader.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

STATE-FUNDED COLLEGE AND UNIVERSITY SCHOLARSHIPS FOR ARIZONA STUDENTS BASED ON FAMILY INCOME AND ACADEMIC MERIT

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Adam Lopez-Falk

Manager

Hispanic Leadership Institute

Valle Del Sol, Phoenix

Member, Alhambra School Board, Phoenix

Statewide Participants (18-40): **74.18%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	78.24% ↑	72.70%	69.25%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
70.06%	75.41%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
72.7%	79.77%	70.49%	79.1%

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“ I’m concerned with how COVID is affecting our minority population. What COVID points out clearly is the impact of income inequality -- income inequality in terms of any access to the opportunities and services that people need.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Any student who can qualify for postsecondary education with high need should be able to receive aid.”
- “It’s incredibly important that young adults have access to affordable, quality higher education so they’re not starting their life 10 miles behind the ‘starting line’ by being in debt.”
- “If the state met its constitutional requirement to make higher ed as affordable as possible, scholarships wouldn’t be needed.”
- “Higher education in Arizona is already reasonable.”
- “High quality of higher education is important, but it doesn’t matter if it’s not accessible for someone not coming from socioeconomic privilege, which is why I put scholarships ahead of quality.”
- “Access to higher education is important, but there are many self-employment and entrepreneurial opportunities that do not necessitate a college degree.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

INCLUDING THE VOICE OF YOUNG ARIZONANS IN MORE PLANNING AND POLICY DECISIONS

Statewide Participants (18-40): **72.74%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	74.44%	71.82%	70.88%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
70.44%	73.64%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
73.99%	75.28%	71.31%	74.63%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Jasmine Snipes

Communications Coordinator
Secretary of State Katie Hobbs
CEO, Jasmine Snipes Consulting
Phoenix

WHAT YOUNG ARIZONANS HAVE TO SAY:

- *“As a young person, I’m frustrated by leaders who are out of touch with my reality and making decisions that affect my future.”*
- *“Including the ‘voice’ of young Arizonans in more planning and policy decisions is a must if we truly want to create change and build future leaders.”*
- *“Young people don’t always get it right, so I wouldn’t want them to outweigh the older vote of people who’ve known and loved this state longer.”*
- *“To encourage community involvement, we need to make young people feel heard. Having surveys like this can help, as well as putting the report outcomes on the news channels, Facebook, wherever, to show us this survey data was taken seriously and not a waste of time.”*
- *“Young Arizonans have to be engaged enough to be aware and actually vote for someone who represents them.”*
- *“Rural youth (maybe those without college or two-year degrees) have less accessibility to conversations and resources dedicated to educating and engaging young people in civic and community issues.”*

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Katia Jones, MBA
 Chief Consulting Officer
 The Sibyl Strategy Group, LLC
 Phoenix

Statewide Participants (18-40): **70.89%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	69.90%	70.53%	70.80%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
69.93%	70.94%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
73.32%	73.56%	58.19%	67.16%

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“ My organization has laid off five people as result of the pandemic. I’m manning the reception desk, and I’m concerned about the increase in homelessness all around me (due to COVID). People are sleeping right outside our door. We had homelessness before, but it’s become even more obvious.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “The focus has been so much on education that the state ignores other social issues.”
- If we do not have safe, quality places for children that parents can afford, we will forever be behind in education, paying more for social services, and seeing kids in danger.”
- “We keep offering tax benefits to employers who don’t need it at the expense of our education and social services.”
- “Social services are an amazing deterrent to the justice system.”
- “Social services will have a long-term economic impact on our state.”
- “Social service workers don’t make enough to live on, so they quit.”
- “Arizona has gutted social services, education, and other safety net programs due to tax incentives given to entice corporations to relocate to Arizona or stay in Arizona. What they fail to realize is that big cities are thriving because of their highly educated workforces. Young, highly educated workers don’t have Phoenix on their radar.”

SENSE OF COMMUNITY

Volunteering, belonging to organizations, attending public meetings, helping others, etc.

Statewide Participants (18-40): 68.99%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	67.35%	68.33%	71.39%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
73.70%↑	67.43%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
69.17%	74.43%	78.51%	74.63%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



David Martinez III

Director
Capacity Building & Community Engagement
Vitalyst Foundation
Phoenix

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“COVID has exposed how connected we are. We impact one another. Our decisions and our behavior have consequences – for us and everyone around us. It also brings home the importance of collective action.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Sense of community and civic involvement will naturally improve if we listen to today’s youth, as this in itself will help them feel heard and increase civic engagement across the board.”
- “People who feel connected and valued are mentally healthier.”
- “I prefer to get involved in my community through fun events like arts, sports, and music.”
- “A sense of community is vital – makes a place feel like home.”
- “You can find community here, but it’s not as embedded in our fabric as I experienced in the Midwest.”
- “I was lucky enough to grow up in a wonderful neighborhood and I think everyone should have that. This includes a close community, helping one another, talking to one another, hosting events together, etc.”
- “I do not feel like Arizona has a very strong sense of community.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Stanton Shields

Senior Wealth Management Advisor
Alerus Financial
Mesa

Statewide Participants (18-40): **67.95%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	67.36%	67.53%	67.79%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
70.05%	66.89%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
66.62%	67.33%	71.9%	66.67%

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “A key reason I moved back to Arizona is access to nature and open space.”
- “Access to open space and recreational areas is important to maintaining good mental health.”
- “Everyone should be at least in walking distance of a nice park, where we work or live.”
- “We need to reduce urban sprawl into the open desert and preserve public lands for recreation.”
- “I think we are uniquely positioned in Arizona to utilize open space and recreational areas, and I would like to see workplaces incorporate that more.”
- “I have kids. Open space is important.”
- “Communities that make an effort to integrate recreational space into neighborhoods and work feel nicer and friendlier.”
- “The trails and open public access to land is important for the long-term health of Arizona to continue to have that great western culture of work hard, play hard that is a key piece to making Arizona a great place to be.”

GOOD BORDER RELATIONS AND GROWING TRADE

Statewide Participants (18-40): 65.67%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	68.40% ↑	65.33%	61.65%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
63.69%	66.10%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
65.66%	68.39%	55.74%	77.27%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Buna George
Executive Director
Greater Yuma Port Authority
Yuma

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“ I’m concerned with the American supply chain in the pandemic. We have goods ready to come in from China, Mexico, Canada, etc. Long term, we see good things in the future, but strengthening and protecting the supply chain in both directions is important.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “As a border state, I view our relationship with Mexico as neighbors. Nothing will change our proximity, and our success is intimately tied together. Make the most out of it.”
- “Good border relations mean the opposite of a militarized border zone, the opposite of the demonization of our neighbors to the south.”
- “As a border state, we need to be on good terms with our neighbors. They can help us foster growth in our community and bring in diverse perspectives.”
- “I think we tap into easy wins with Mexico next door and encouraging buzz around the business community.”
- “I want open borders. Literally.”
- “Arizonans need to remember that Mexico is our ally. Together, we can create an incredibly strong economy, especially when we partner through higher education opportunities.”
- “Better border relations will have a profound impact on the Arizona economy. Mexicans spend a lot of money in the southern part of the state.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Lupita Gamez
 College & Career Readiness
 Mexican American Student Services
 Tucson Unified School District
 Tucson

Statewide Participants (18-40): **66.81%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	65.11%	67.47%	63.31%

Do children make a difference?

	<u>With Children</u>	<u>Without Children</u>
	71.15% ↑	64.02%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
67.93%	62.07%	69.67%	74.63%

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “My guidance counselors were more focused on getting poor-performing students just to graduate instead of helping to guide those with more options through the next steps.”
- “Counselor-student ratios (900:1) are destroying our students’ abilities to cope and teachers’ abilities to ensure that “no child is left behind” (not the program, the reality).
- “As a public-school teacher, I’m highly invested in the well-being of my students. The most important issue we can focus on is getting counselors in the schools.”
- “I am a first-generation college graduate, so none of my family knew anything about getting a college education. If I had had access to people who cared about ME and my future and could have guided me, both in high school and college, I think my life would have gone differently.”
- “Quality of education is important, but it’s meaningless to a student who desperately needs someone to talk to and can’t work through life’s challenges adequately.”
- “Students are facing new levels of adversity and complexities in family units; school counselors can provide a different service than the classroom teacher should be expected to provide.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

QUALITY OF ROADS

Statewide Participants (18-40): 66.03%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	66.32%	63.57%	67.18%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
67.97%	65.19%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
65.15%	71.43%	64.75%	77.61%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Buna George
Executive Director
Greater Yuma Port Authority
Yuma

A HIGHLIGHT FROM YOUNG ARIZONANS:

“ I spend an hour and 20 minutes on my commute; therefore, the quality of the roads as well as the expansion of our roads is important to me.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “I am a bike commuter, and I always wish the roads were better.”
- “The roads in Tucson need work – there are new potholes everywhere. They take time to fill.”
- “The roads are fine.”
- “Tucson needs a loop/freeway type system to attach the freeway to the expanding east side of town.”
- “To be honest, the roads around the counties need some work. I live out there, and driving to Arizona Western College (Yuma) is partly me avoiding all the potholes.”
- “The ease of transportation and quality of roads are one of the things that make Phoenix such an easy and great place to live.”

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Kirk Dunn
 General Manager
 Dunn Grain Company
 Yuma

Statewide Participants (18-40): 65.56%

Does age make a difference?

Age:	18-27	28-34	35-40
	59.52%	66.02%	72.35% ↕

Do children make a difference?

With Children	Without Children
63.88%	64.78%

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
66.21%	62.28%	64.75%	67.17%

WHAT OUR YOUNG TALENT ADVISORS ARE SAYING:

“Talent retention in Arizona is a concern. I’m interested in what life post-pandemic might look like. We must have an environment where people want to stay, even if they are working remotely. You can work remotely and live anywhere.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Broadband accessibility has become essential for maintaining an average standard of living.”
- “Almost all communication is digital, and that is not going away.”
- “The amount that people pay for decent internet is a crime.”
- “Making broadband accessible to all socio-economic levels will help education.”
- “Most work these days requires the use of data or internet, so broadband accessibility is a must.”
- “A lack of broadband accessibility in rural communities in particular is one of the biggest barriers to community wellness and achievement.”
- “It isn’t a question that broadband accessibility is important. Many of us can’t work without it.”
- “Living in Flagstaff, a more rural market, broadband accessibility is a huge concern, as there are very limited options currently.”

NOTE: The ↕ in any age group indicates a spike in any group.

BUSINESS-FRIENDLY ENVIRONMENT

Regulatory climate, trade, tariffs, minimum wages, etc.

Statewide Participants (18-40): 65.24%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	66.15%	62.99%	64.42%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
67.25%	64.29%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
62.8%	65.9%	61.98%	77.27%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Greg LaVann

Economic Architect & Senior Vice President
Greater Yuma Economic Development Corp.
Yuma

A HIGHLIGHT FROM YOUNG ARIZONANS:

“Economic growth needs to be throughout the state, not just the Phoenix area.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Local business, always a must!”
- “We need to have a business environment that works for all of us, not just the top 1%.”
- “Ummm....let’s support the companies that are here. Provide capital to legacy businesses in Arizona and grow already succeeding companies and not just tech!”
- “Mostly the government needs to get out of the way and stop trying to rig the economy. That goes for all the tax breaks the legislature gives to favorite businesses.”
- “California, New York, and Illinois have horrendous business environments, horrendous housing costs and still attract huge numbers of people (especially high earners). They are home to the world’s most valuable corporations and continue to foster new ones.”

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Casey Arellano

Deputy Legal Defender

Maricopa County Office of the Legal Defender
Phoenix

Statewide Participants (18-40): 64%

Does age make a difference?

Age:	18-27	28-34	35-40
	68.92%	62.96%	56.96%

Do children make a difference?

With Children	Without Children
54.9%	66.72%

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
64.7%	65.62%	64.75%	66.66%

A HIGHLIGHT FROM YOUNG ARIZONANS:

“ Our justice system is broken.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “The punishment model of criminal justice has drowned efforts of rehabilitation and reintegration, especially with low level drug offenders.”
- “Justice system reform is needed to address the systemic racism that is prevalent.”
- “The justice system should incorporate more rehabilitation services to reduce recidivism.”
- “There are far too many for-profit prisons in Arizona, and far too many people incarcerated in all Arizona prisons.”
- “Prison are filling up. It is expensive, and privatized prisons should be made illegal.”
- “I do not believe any significant justice reform is necessary.”
- “Without rehabilitation, people become burdens on the state and on taxpayers.”

ENTREPRENEURIAL ECOSYSTEM THAT ENCOURAGES NEW ARIZONA-GROWN BUSINESSES

Capital, patents, start-ups, etc.

Statewide Participants (18-40): 65.52%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	59.82%	63.07%	62.70%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
66.24%↑	60.98%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
63.24%	40.52%	55.37%	70.15%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Luke Amargo

Entrepreneur Manager
Better Business Bureau
Phoenix

A HIGHLIGHT FROM YOUNG ARIZONANS:

“Business-friendly environments should be focused on talent, investments in infrastructure to connect jobs to workers, our affordable housing market, and incubators that build entrepreneurial ventures.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Local business, always a must!”
- “I have noticed that entrepreneurial businesses seem to be more common here, something as a consumer that I love about living here.”
- “I’d prefer the state to invest more in building our entrepreneurial ecosystem internally instead of chasing large corporations and lining their pockets with incentives they don’t need. Over 80% of all jobs come from small business.”
- “Growth needs to come from entrepreneurship and new business, rather than from the expansion of already-large corporations in the area.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Kristina Crane
 Chief Strategy Officer
 STChealth
 Phoenix

Statewide Participants (18-40): **55.01%**

Does age make a difference?

Age:	18-27	28-34	35-40
	51.38%	56.75%	57.36% ↑

Do children make a difference?

	With Children	Without Children
	73.76% ↓	47.13%

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
52.65%	55.58%	56.56%	56.71%

A HIGHLIGHT FROM YOUNG ARIZONANS:

“ My family has two kids under five, and to provide even part-time care costs almost as much if not more than our mortgage payment. So much so that I elected to leave my job just to take care of my kids.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Childcare needs are huge in rural communities. Most children are cared for by people who lack any certifications and are paid ‘under the table,’ so no one is checking on the type of care provided.”
- “As a single parent attending college and working part-time, I can say for certain that childcare facilities are packed to capacity, lacking supplies, and increasing costs to offset those issues. Young people with children remain below the poverty line or hovering just above it due to childcare costs skyrocketing.”
- “When childcare costs are as much as your mortgage payment, you start to question how feasible it is to raise a family in this city.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support. An ↕ in any age group indicates a spike in any group.

MORE VIBRANT TECH INDUSTRY SECTOR

Statewide Participants (18-40): **53.01%**

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	51.99%	53.14%	53.61%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
56.30%	52.00%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
54.28%	54.44%	35.25%	60%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Zach Charnell
Software Engineer
Carvana
Tempe

A HIGHLIGHT FROM YOUNG ARIZONANS:

“ I would rather live in Arizona, but I live in Colorado because of the competitive wages. I am commonly recruited by other tech companies that offer upward mobility opportunities.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Increasing jobs in tech healthcare, etc. would be the biggest reason for me to seek employment in Arizona.”
- “Mentorship, learning, and being at the cutting edge in whatever field we’re working in is really important (e.g., equivalent of being in Silicon Valley for tech).”
- “We need to invest in our tech industry because it provides high paying jobs, and these individuals are more likely to invest in our economy.”
- “The tech industry is plenty vibrant.”
- “A more vibrant tech industry would attract a different class of young people to Arizona.”

GREATER STATE INVESTMENTS IN GROWING REGIONAL ECONOMIES OUTSIDE MARICOPA COUNTY

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Jerry LoCoco
Managing Director
SVN Velocity Commercial Real Estate
Yuma

Statewide Participants (18-40): 50.26%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	48.88%	50.89%	48.46%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
54.35% ↑	48.33%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
42.93%	60.23%	59.01%	62.12%

A HIGHLIGHT FROM YOUNG ARIZONANS:

“ If there is more investment of state funds outside Maricopa County, we can see immense growth and prosperity spread throughout the state.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “The area outside Maricopa County is largely ignored.”
- “You have individuals in Pima County, too.”
- “This is something a lot of rural counties are talking about.”
- “The state needs to allocate more funds outside of Maricopa County if we want to have a thriving state.”
- “There is more to Arizona than Maricopa County.”

NOTE: The ↑ means a significantly higher level of support in the relative importance of an issue and the ↓ arrow indicates a lower level of support.

ACCESS TO MAJOR LEAGUE SPORTS, COMMUNITY GATHERING PLACES, THE ART SCENE, AND MUSIC VENUES

Statewide Participants (18-40): 49.6%

Does age make a difference?

Age:	<u>18-27</u>	<u>28-34</u>	<u>35-40</u>
	50.69%	51.77%	45.87%

Do children make a difference?

<u>With Children</u>	<u>Without Children</u>
48.26%	50.09%

Does where you live make a difference?

(Results by county.)

<u>Maricopa</u>	<u>Pima</u>	<u>Coconino</u>	<u>Yuma</u>
49.56%	51.15%	36.89%	59.7%

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Leanne Cardwell

Senior Grants Consultant
Community Link Consulting
Mesa

A HIGHLIGHT FROM YOUNG ARIZONANS:

“ Access to the arts and sports are critical to building relationships and community.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Community events and gatherings (art, music, sports) are most exciting and valuable to me.”
- “Large events always have a way of bringing a sense of community, whether you’re a new fan or a lifelong fan of an event.”
- “Lower level sports could be an opportunity for community building.”
- “Arts and music venues, such as ‘The Second Saturday of the Month,’ are also good gatherings where people can get along and socialize with one another.”
- “Entertainment, like professional sports or concerts, should not have any place in the public expenditures, unless money is being made from them.”

CFA YOUNG TALENT ADVISOR SPOTLIGHT



Lauren Evans
Marketing Coordinator
Mister Car Wash
Tucson

Statewide Participants (18-40): 48.11%

Does age make a difference?

Age:	18-27	28-34	35-40
	54.82% ↓	46.87%	41.35%

Do children make a difference?

With Children	Without Children
35.80%	52.89% ↓

Does where you live make a difference?

(Results by county.)

Maricopa	Pima	Coconino	Yuma
47.42%	50%	47.54%	44.77%

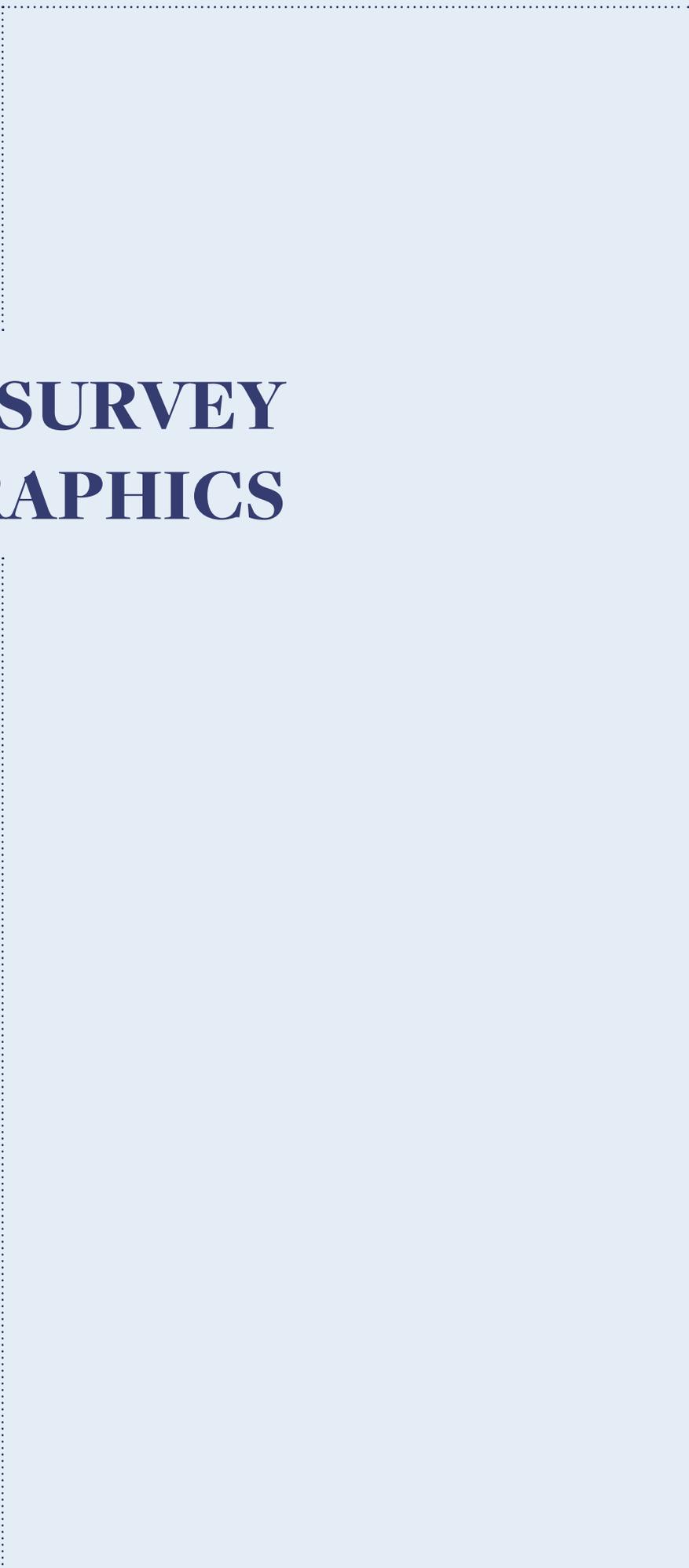
A HIGHLIGHT FROM YOUNG ARIZONANS:

“ If Arizona wants to attract people from out of state, it needs better public transit.”

WHAT YOUNG ARIZONANS HAVE TO SAY:

- “Public transportation is the future for all large cities.”
- “If public transportation is great, roads don’t matter quite as much. I really, really wish Phoenix were a more walkable and public transit friendly city.”
- “Living in a rural area leaves a huge need for public transportation.”
- “A passenger train from Tucson to Phoenix or Amtrak would be nice. Why don’t we have it?”
- “Arizona has such low traffic density and sprawl that public transportation will never be the primary transportation mode for the public; however, it is important as the downtown and uptown continue to develop.”
- “Public transportation, from light rail to commuter rail to regional high speed, is CRITICAL for reducing the impact of auto emissions on air quality, the urban heat island, and the effects of climate change.”

NOTE: The ↓ in any age group indicates a spike in any group.



SURVEY DEMOGRAPHICS

SURVEY DEMOGRAPHICS

This report is the result of a qualitative survey that captured the thoughts and opinions of more than 2,000 young leaders.

Please note: Survey respondents were given the opportunity to self-identify their age, race, ethnicity, and county of residence. With respect to race and ethnicity, they were allowed to select multiple races or to not answer the question at all which may result in total counts above or below 100%. Regarding age, some respondents were outside the target 18-40 year old audience, which may result in totals varying from the sum of the age-specific responses.

Are you currently living in Arizona?				
	All Participants	Ages 18-27	Ages 28-34	Ages 35-40
Yes	83.77%	82.59%	83.47%	88.92%
No	16.23%	17.41%	16.53%	11.08%

Were you born in Arizona?				
	All Participants	Ages 18-27	Ages 28-34	Ages 35-40
Yes	44.64%	49.31%	43.82%	43.30%
No	55.36%	50.69%	56.18%	56.70%

What is your age?		
Ages 18-27	Ages 28-34	Ages 35-40
34.98%	37.58%	23.40%

What brought you to Arizona?			
	Ages 18-27	Ages 28-34	Ages 35-40
I moved here with my parents	58.84%	42.00%	40.00%
I came for college	31.29%	28.86%	20.91%
I came for a job	3.74%	12.29%	15.91%
My spouse's job is here	3.06%	6.57%	9.55%
Other	3.06%	10.29%	13.64%

What is your household status?			
	Ages 18-27	Ages 28-34	Ages 35-40
Single, no children	76.90%	38.84%	16.42%
Single, have children	1.03%	3.05%	5.97%
Married or domestic partner, no children	16.72%	32.42%	17.91%
Married or domestic partner, with children	3.28%	24.88%	55.22%
Other	2.07%	0.80%	4.48%

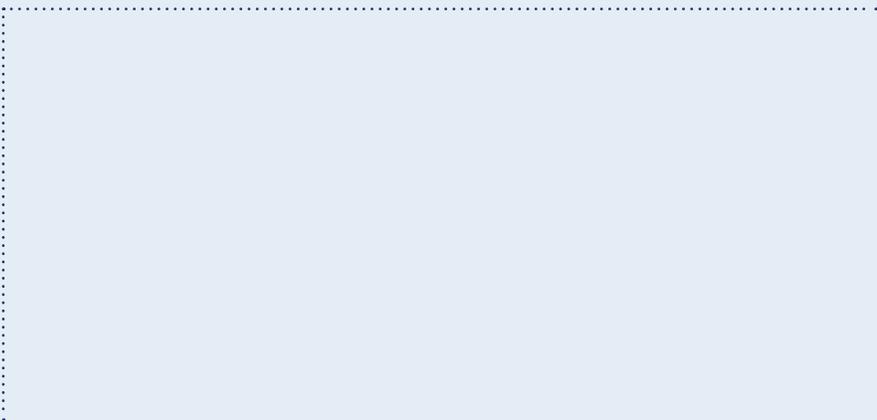
	With Children	Without Children
Total:	27.87%	70.81%

SURVEY DEMOGRAPHICS

What is your primary racial or ethnic origin?			
	Ages 18-27	Ages 28-34	Ages 35-40
White	59.83%	62.59%	61.64%
Black or African American	3.20%	3.44%	9.59%
Hispanic	23.14%	17.47%	12.33%
Asian	9.32%	7.70%	8.22%
American Indian or Alaska Native	2.04%	3.44%	1.37%
Native Hawaiian or Pacific Islander	0.58%	1.79%	6.85%
Other	1.89%	-	-

What county do you live in?			
	Ages 18-27	Ages 28-34	Ages 35-40
Apache	0.00%	0.58%	0.00%
Cochise	0.21%	0.19%	0.00%
Coconino	8.35%	8.65%	0.00%
Gila	0.00%	0.00%	1.54%
Graham	0.00%	0.58%	0.00%
Greenlee	0.00%	0.00%	0.00%
La Paz	0.00%	0.19%	0.00%
Maricopa	55.74%	57.31%	52.31%
Mohave	0.21%	0.38%	0.00%
Navajo	0.21%	1.35%	0.00%
Pima	27.35%	25.96%	30.77%
Pinal	1.25%	0.58%	6.15%
Santa Cruz	0.00%	0.19%	0.00%
Yavapai	0.63%	1.15%	0.00%
Yuma	6.05%	2.88%	9.23%

If you live outside of Arizona, where are you now?	
A total of 249 survey participants now live outside Arizona.	
California	66
Colorado	12
New Mexico	5
Oregon	1
Texas	16
Utah	7
Washington	12
Washington D.C.	9
Other State	100
Outside U.S.	21



YOUNG TALENT ADVISORS



YOUNG TALENT ADVISORS

The young leaders invited to join CFA as advisors were instrumental in developing the Young Talent Progress Meter.

Together with more than 200 other young Arizonans, they shared their experiences in a series of more than 20 focus groups held throughout the state.

They spoke about growing up here, what it was like to come here for college, move here for a new job or move closer to parents and other family.

Going forward, the advisers will continue to give their voice and ideas for capturing the interest and energy of young Arizonans – especially on such critical issues as dealing with the impact of the pandemic and our recovery. What are their perspectives and goals? How can young Arizona leaders help imagine, plan and advocate for ways to ensure a great future for the state for themselves and future generations? What needs to happen to keep young talent here and what might cause them to leave?



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Entrepreneur Manager
Better Business Bureau
Phoenix



Casey Arellano

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Maricopa County Office of the Legal Defender
Phoenix



Bethany Bennick

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Reetika Dhawan
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Kirk Dunn
General Manager
Dunn Grain Company
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Lauren Evans
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YOUNG TALENT ADVISORS



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Jasmine Snipes

Communications Coordinator
Secretary of State Katie Hobbs
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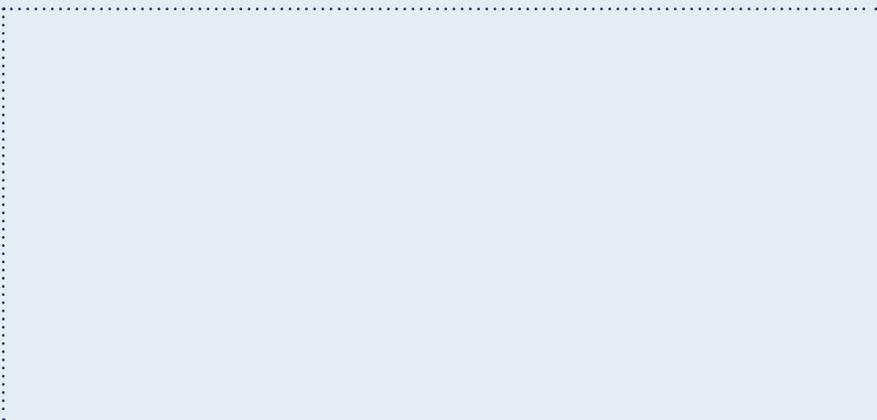
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Zach Yentzer

Executive Director
Tucson Young Professionals
Southern Arizona Leadership Council
Tucson



PARTNER ORGANIZATIONS



The Young Talent Progress Meter and this survey would not have been possible without the help and support of Arizona organizations in all sectors – public, private, and nonprofit. Many organizations hosted focus groups and distributed the survey to members, employees, and alumni in the target age range.

Metro Phoenix:

- African American Leadership Institute
- Arizona Commerce Authority
- Arizona State University Alumni Association
- Arizona State University Public Service Academy
- Arizona Hispanic Chamber of Commerce
- Center for the Future of Arizona Staff
- East Valley Partnership
- Flinn Brown Fellows
- Flinn Foundation
- Greater Phoenix Economic Council
- Group 91 – Friends of Public Radio Young Professionals
- Hispanic Leadership Institute
- Hopi Education Fund
- Leadership West
- Leading for Change
- Local First Arizona
- One Community
- Phoenix Indian Center
- Scientific Technologies Corporation
- State Farm
- Valley Leadership
- WESTMARC

Tucson:

- Southern Arizona Leadership Council
- Tucson Metro Education Commission: HS Seniors
- Tucson Young Professionals
- University of Arizona Alumni Association

Casa Grande:

- Vista Grande High School: HS Seniors

Flagstaff:

- Greater Flagstaff Chamber of Commerce
- Northern Arizona University Alumni Association

Prescott:

- Prescott College

Sierra Vista:

- University of Arizona Alumni Association

Yuma:

- Arizona Western College
- Greater Yuma Economic Development Corp.
- Greater Yuma Future Farmers of America

