Annual Report
FY2017
Greater Phoenix Economic Council
June marked the end of the first year of a new three year strategic plan that set forth the core strategies to not only attract businesses to the region, but also create an environment where businesses can grow. With record breaking business attraction results and the launch of a number of new initiatives, the Greater Phoenix Economic Council has set the region on a path to solidify and strengthen its competitive position and leverage the collective strengths and talents of our thriving market.
A letter from the President & CEO and the Chairman of the Board

Reflecting on the activity from fiscal year 2017, it is evident it was not only a successful year for the Greater Phoenix Economic Council and its stakeholders, but for the region as a whole. Records were broken, with 42 companies expanding or relocating to the region bringing with them over 8,100 new jobs and $1.4 million of capital investment. The wins we celebrate are the result of the collaboration of our partners. Together, we are building a stronger, more competitive environment – allowing business to thrive.

The energy and activity in the region over the past several years has been driven by a strong pro-business foundation, amplified by an intense effort to elevate the value of doing business in Greater Phoenix. GPEC harbors an intense commitment to excellence, which focuses on continuous market and product improvement. Region wide, business and community leaders are working to build livable communities, develop the talent pool and create new opportunities for businesses.

This momentum is drawing the attention of companies like Upgrade, a San Francisco-based financial services company, who announced earlier this year their first expansion in downtown Phoenix, with plans to add 300 new jobs over the next few years. And Finnish manufacturing company Huhtamaki released plans for a new $100 million expansion into a 750,000 square foot facility in Goodyear. ADP, which took over the former US Airways headquarters in Tempe for its expansion (1,500 projected jobs) specifically cited the livability of the region for its decision to expand here.

GPEC’s successes are the result of an intentional strategy that was developed with support from the board of directors and the engagement of GPEC’s key stakeholders. By leveraging the region’s major sporting events, including the Waste Management Phoenix Open and MLB Spring Training to promote the region to executives and leading national site selection consultants; and by collaborating with other forward thinking organizations and leaders, GPEC continues to improve the competitiveness of Greater Phoenix.

Last fall, the League of Arizona Cities and Towns joined GPEC in bringing national site selectors to meet with the incoming legislative leadership to share their perspective on economic development programs around the country. With increased insight on how Arizona can modernize its policies to enhance its competitive position, GPEC worked with several lawmakers in support of updates to key economic development programs during this year’s legislative session.

In the spring, GPEC led a delegation of more than 60 business and elected leaders on the biennial Executive Mission to Washington, DC. The groups covered topics including international affairs, innovation, infrastructure, and education and workforce over the course of the multiday visit. Meetings were held with national organizations, members of Congress and Cabinet level officials, creating new relationships, fostering existing ones and providing insight into key areas of interest.

We are able to continue our efforts to make the Greater Phoenix region more competitive because of the passion and commitment from our communities, our stakeholders and our partners across the region and state. As President & CEO, and Chairman of the Board of Directors, we would like to thank everyone who contributes to making Greater Phoenix a place where business thrives.

Sincerely,

President & CEO

CHRIS CAMACHO

Chairman of the Board of Directors

CHRIS ZAHARIS
GPEC’S STRATEGIC PLAN
FY2017-2019

For more than 27 years the Greater Phoenix Economic Council (GPEC) has successfully attracted quality businesses to the Greater Phoenix region, gaining a reputation as one of the premier economic development organizations in the country. In the FY2017-19 strategic plan, GPEC presents pragmatic and forward-looking strategies positioning the region as a competitive environment in which companies can locate and grow their business.

Our region will pivot to competing on value, not solely on low cost. Competing on value means our strategy is aligned with the global 21st century economy, which increasingly rewards regions that offer a wide range of capabilities, including workforce and talent availability, access to customers, a robust supply chain, quality infrastructure and strategic partnerships with universities and research institutions.

We will lead the effort to position the region for the next economy by working collaboratively across the public and private sectors. Together we will be best-in-class in designing and implementing economic growth strategies that stimulate inclusive growth and shared prosperity, improving the opportunities and quality of life for all Arizonans.

Solidify the region as a place where businesses locate and grow, creating quality jobs.

We will selectively target markets and advanced industries that align with our region’s shift towards a knowledge-based, innovation-driven economy, positioning the region as a place where companies can effectively scale their growth and create quality jobs.

Strengthen the regional model by organizing around workforce development and market intelligence through public-private partnerships and strategic alliances.

We will lead with our unique strengths – visionary leadership, strong public-private sector partnerships and research expertise – to implement an integrated advanced industry strategy, driving sustainable economic growth.

Lead policy and civic dialogue to drive consensus around economic performance objectives for advancing our region’s competitiveness.

As the region’s economic development experts, we will continuously assess, monitor and measure our economic performance, and advocate for policies and strategies that diversify our economy.

BUSINESS ATTRACTION
Drives Quality Job Creation

COMPETITIVENESS
Foundational Elements for Economic Growth
FY2017 STRATEGIC GOALS

BUSINESS ATTRACTION
Intensify out-bound recruitment efforts in California and other key markets:

GPEC will focus on implementing business development approaches that generate directly sourced prospects and maximize the capabilities of digital media and analytics.

Develop a regional foreign direct investment (FDI) plan, including an aftercare program:

A successful FDI plan will drive the region’s long-term global brand and attract more quality international investment into the region.

COMPETITIVENESS
Initiate analysis, case building and strategic planning with communities around talent retention and attraction and community preparedness initiatives:

Through strategic planning with communities, GPEC will provide the analysis necessary to support community readiness for new investments and long-term sustainable growth.

Advance competitiveness priorities through regional collaboration:

In championing the region’s competitiveness, GPEC will be collaborative and analytics-driven with a focus on issues that directly impact economic development.

In collaboration with Velocity, support workforce development efforts that align with industry needs for talent and workforce:

GPEC will work with Velocity and other partners in workforce development to ensure that the region’s companies are able to retain and attract the required talent today; and the programs and collaborations are put in place to ensure a skilled workforce for the future.
KEY INITIATIVES

01 Conduct domestic and international in-bound and out-bound business recruitment activities

02 Implement digital marketing and business development campaigns to increase directly sourced qualified prospects

03 Refine an analytics-driven model for business attraction

04 Develop a cohesive regional FDI plan

05 Design and begin implementing an aftercare program to support foreign-owned firms transitioning to the region.

HIGHLIGHTS OF THE YEAR’S BUSINESS ATTRACTION ACTIVITIES

During FY2017, GPEC worked with 267 prospective companies considering expanding or relocating, of which 42 companies committed to the region.

With an intensified focus on tech companies, GPEC saw a 28% increase in California based prospects this year, a key target for GPEC to bring more high-wage jobs to the region.

GPEC also saw increased prospect activity from international companies (9% increase over last year). GPEC attended more than a dozen international conferences and roadshows including events in Washington D.C., Taiwan, London, and Hannover Messe in Germany—the world’s largest industrial technology show.

Also as part of its global outreach, GPEC released the Metro Phoenix Global Investment Plan. The report examined the challenges and opportunities for attracting foreign direct investment (FDI) in Greater Phoenix, and laid out strategies to establish the region as a global leader in the Internet of Things (IoT) and sensor technology applications. The supporting research informed the launch of The Connected Place (TCP), a global industry identity campaign around IoT and sensor enabled technology in Greater Phoenix. Another outcome of the Metro Phoenix Global Investment Plan, GPEC designed an FDI aftercare program that will be fully launched in FY 2018.

With Greater Phoenix continuing to host major sporting events – including the Final Four NCAA basketball championship games, the Waste Management Phoenix Open and Cactus League Spring Training, GPEC had an opportunity to host site selection consultants and executives exploring the market for expansion or relocation. Four of the companies whose executives were hosted during the Final Four championship games have now established a presence in the region.

GPEC continued to refine an analytics-driven model for business attraction that uses data from companies in key industries to identify markets or companies that are likely to expand operations. The research team tested this method with the software industry, and after further testing this model will be able to cycle through other industries, providing the GPEC team with a more focused business attraction strategy.
PERFORMANCE METRICS
FOR FY2017

As further detailed below, GPEC met each of its respective goals, hitting target or stretch on all but one metric (GPEC Assists).

In the first year of a three-year strategic plan, the Greater Phoenix Economic Council executed strongly against its metrics, resulting in a record-breaking year for the organization. Strategic efforts around business attraction led to the highest number of locates in GPEC’s history. Additionally, two companies announced headquarters expansions to the Greater Phoenix region – including an international company.

<table>
<thead>
<tr>
<th></th>
<th>Threshold</th>
<th>Target</th>
<th>Stretch</th>
<th>Actual</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Locates</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>42</td>
</tr>
<tr>
<td><strong>Payroll Generated (millions)</strong></td>
<td>$305.11M</td>
<td>$355.62M</td>
<td>$369.18M</td>
<td>$377.12M</td>
<td>Stretch</td>
</tr>
<tr>
<td><strong>Average High Wage Salary</strong></td>
<td>$51,827</td>
<td>$57,585</td>
<td>$63,344</td>
<td>$61,835</td>
<td>Target</td>
</tr>
<tr>
<td><strong>Number of Jobs</strong></td>
<td>6,556</td>
<td>7,212</td>
<td>7,933</td>
<td>8,130</td>
<td>Stretch</td>
</tr>
<tr>
<td><strong>Number of High-Wage Jobs</strong></td>
<td>2,491</td>
<td>2,741</td>
<td>3,015</td>
<td>3,190</td>
<td>Stretch</td>
</tr>
<tr>
<td><strong>Qualified Prospects</strong></td>
<td>229</td>
<td>252</td>
<td>277</td>
<td>267</td>
<td>Target</td>
</tr>
<tr>
<td><strong>International Prospects</strong></td>
<td>38</td>
<td>42</td>
<td>46</td>
<td>51</td>
<td>Stretch</td>
</tr>
<tr>
<td><strong>GPEC Assists</strong></td>
<td>10</td>
<td>12</td>
<td>14</td>
<td>10</td>
<td>Contract</td>
</tr>
<tr>
<td><strong>Stakeholder Satisfaction with Business Development</strong></td>
<td>7.0</td>
<td>7.3</td>
<td>7.6</td>
<td>8.9</td>
<td>Stretch</td>
</tr>
<tr>
<td><strong>Competitive Position Progress</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Cash Reserve</strong></td>
<td>98%</td>
<td>100%</td>
<td>102%</td>
<td>271%</td>
<td>Stretch</td>
</tr>
</tbody>
</table>

1 Locates number is not part of GPEC’s performance metrics. Included for information purposes only.
2 Based on a scale of 1 to 10.
3 See Competitive Position Progress Report. Results are determined by GPEC’s Performance Committee.
4 Cash Reserve has exceeded the stretch goal, but at the time this report was prepared, year-end financials had not been completed.
FY 2017 ANNUAL REPORT

$377.12M Payroll Generated

8,130 Number of Jobs

3,190 Number of High-Wage Jobs

$1.47 Billion Capital Investments

$61,835 Average High-Wage Salary

3 Headquarters Relocated

267 Qualified Prospects

51 International Prospects

42 Locates
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADP*</td>
<td>Tempe</td>
</tr>
<tr>
<td>Advisor Group*</td>
<td>Phoenix</td>
</tr>
<tr>
<td>Amazon.com</td>
<td>Tempe</td>
</tr>
<tr>
<td>AVAD*</td>
<td>Scottsdale</td>
</tr>
<tr>
<td>Bank of the West</td>
<td>Tempe</td>
</tr>
<tr>
<td>Berger Bullet</td>
<td>Mesa</td>
</tr>
<tr>
<td>Calo Programs*</td>
<td>Tempe</td>
</tr>
<tr>
<td>Ciox</td>
<td>Phoenix</td>
</tr>
<tr>
<td>ClearLink*</td>
<td>Scottsdale</td>
</tr>
<tr>
<td>GreenTree Hospitality Group*</td>
<td>Scottsdale</td>
</tr>
<tr>
<td>H&amp;M Metal Processing*</td>
<td>Glendale</td>
</tr>
<tr>
<td>Handl Defense</td>
<td>Phoenix</td>
</tr>
<tr>
<td>Huhtamaki Plastics Inc*</td>
<td>Goodyear</td>
</tr>
<tr>
<td>Indeed*</td>
<td>Scottsdale</td>
</tr>
<tr>
<td>Ingenu*</td>
<td>Scottsdale</td>
</tr>
<tr>
<td>Inter-co*</td>
<td>Phoenix</td>
</tr>
<tr>
<td>JP Morgan Chase</td>
<td>Tempe</td>
</tr>
<tr>
<td>Katerra (I)</td>
<td>Phoenix</td>
</tr>
<tr>
<td>Katerra (II)</td>
<td>Scottsdale</td>
</tr>
<tr>
<td>Kysor Global Panels</td>
<td>Goodyear</td>
</tr>
<tr>
<td>LaMi Products LLC</td>
<td>Phoenix</td>
</tr>
<tr>
<td>Lucid Motors</td>
<td>Casa Grande</td>
</tr>
<tr>
<td>Mainstreet Developers (III)*</td>
<td>Chandler</td>
</tr>
<tr>
<td>Midori Services</td>
<td>Phoenix</td>
</tr>
<tr>
<td>Niagara Bottling LLC*</td>
<td>Mesa</td>
</tr>
<tr>
<td>Old Town Fiberglass</td>
<td>Phoenix</td>
</tr>
<tr>
<td>Pilgrim Screw</td>
<td>Chandler</td>
</tr>
<tr>
<td>Project Brewer**</td>
<td>Phoenix</td>
</tr>
<tr>
<td>Project Pineapple*</td>
<td>Phoenix</td>
</tr>
<tr>
<td>RJR Technologies*</td>
<td>Phoenix</td>
</tr>
<tr>
<td>Rogers Corporation*</td>
<td>Chandler</td>
</tr>
<tr>
<td>RSM Global*</td>
<td>Tempe</td>
</tr>
<tr>
<td>Scientex Berhard*</td>
<td>Phoenix</td>
</tr>
<tr>
<td>SK Food Group</td>
<td>Tolleson</td>
</tr>
<tr>
<td>Solar Junction Corporation</td>
<td>Tempe</td>
</tr>
<tr>
<td>Splash</td>
<td>Phoenix</td>
</tr>
<tr>
<td>SunStream</td>
<td>Gilbert</td>
</tr>
<tr>
<td>The Vitamin Shoppe</td>
<td>Avondale</td>
</tr>
<tr>
<td>The Warehouse</td>
<td>Phoenix</td>
</tr>
<tr>
<td>Upgrade Inc</td>
<td>Phoenix</td>
</tr>
<tr>
<td>UPS</td>
<td>Goodyear</td>
</tr>
<tr>
<td>Zummit Plastics</td>
<td>Phoenix</td>
</tr>
</tbody>
</table>

*Denotes High Wage Project
*Locates listed under project name have completed lease agreements, but have not made formal announcements
COMPETITIVENESS
IN GREATER PHOENIX

KEY INITIATIVES

01 Collaborate with cities and private-sector stakeholders to build more robust employment centers

02 Market high impact districts to retain and attract

03 Initiate regional infrastructure development strategic planning efforts

04 Analyze the region’s competitive position for advanced industry jobs, exports and innovation

05 Advance a cohesive talent optimization strategy with strategic partners

This report was developed as a follow up to the 2013 market intelligence report on the aerospace and defense industry. The new report includes findings and recommendations following interviews with over 40 companies; and identified opportunities wherein targeted actions can sustain and grow this sector.

GPEC began an in-depth analysis of 13 subsectors in the Greater Phoenix region, and is creating a series of industry ecosystem documents to explore each of the sector’s current strengths and opportunities for expansion in the region.

From a policy standpoint, GPEC met with key members of leadership and committee chairs to propose modernized changes to economic development incentive programs in the state. Two successful changes included improvements to the qualified jobs tax credit and an increase to the angel investment tax credit. Additionally, GPEC joined ABOR, the Governor and education leaders such as Expect More Arizona in the release of Achieve 60 AZ, a plan to increase college degree and CTE program attainment to 60%.

And to advance a cohesive talent optimization strategy for the region, GPEC supported the Partnership for Economic Innovation’s development of a talent optimization site that utilizes innovative technologies and analytics to better connect the region’s workforce development ecosystem – comprised of employers, educational and training institutions, non-profits and job seekers. This project includes a regional collaboration to establish career pathways for hundreds of occupations that will be digitized to provide a virtual roadmap for job seekers and informative data to education providers.

HIGHLIGHTS OF THE YEAR’S COMPETITIVENESS WORK

Through the Community Partnership Program (CPP), GPEC met with mayors, council members and government leaders to discuss their current activity, strategies and priorities with a focus on high impact districts. Stemming from these engagements and comprehensive research, GPEC identified and gathered data on nearly 50 high impact districts across the region and developed collateral to market many of these districts.

“By enhancing the competitiveness of the region, we are building the foundation to support a thriving economy for years to come.

- CHRIS CAMACHO
  President & CEO, OPEC
BOARD OF DIRECTORS FISCAL YEAR 2017 (AS OF JUNE 30, 2017)

* Denotes Executive Committee Member

CHRIS ZAHARIS, CHAIRMAN*
Executive Vice President
Empire Southwest, LLC

TAMMY MCLEOD, VICE CHAIR*
VP, Energy Resource Management
Arizona Public Service Company

ANDY WARREN, SECRETARY*
President
Maracay Homes

R. NEIL IRWIN, TREASURER*
Partner
Bryan Cave, LLP

DONALD A. SMITH, IMMEDIATE PAST CHAIRMAN*
Past President & CEO
CopperPoint Mutual

CHRIS CAMACHO, PRESIDENT & CEO*
Greater Phoenix Economic Council

ED AARONSON*
Vice President
Cox Communications

DAVID ADAME
President & CEO
Chicanos Por La Causa

RICHARD ADAMS
President & CEO
Southwest Business Credit Services

JENNIFER ANDERSON*
Senior Vice President & Regional Manager
Wells Fargo Bank, N.A.

MIKE ARNOLD
Executive Vice President & Chief Administrative Officer
Freepoint McMoRan, Inc.

JASON BAGLEY*
Government Affairs Manager
Intel Corp.

THE HONORABLE DENNY BARNEY
County Supervisor, District 1
Elected Chairman
Maricopa County Board of Supervisors

JASON BARNEY
Principal & Partner
Landmark Companies

STEVE BETTS*
Strategic Advisor
Hines

TIMOTHY BIDWILL*
Vice President
Vermilion IDG

NORMAN BUTLER
Market Executive
Bank of America Merrill Lynch

RON BUTLER*
Managing Partner
Ernst & Young LLP

BRIAN CAMPBELL*
Managing Partner
Campbell Law Group, Chartered

THE HONORABLE CATHY CARLAT
Mayor, City of Peoria

THE HONORABLE STEVE CHUCRI
County Supervisor, District 2
Maricopa County Board of Supervisors

JEFFREY W. CROCKETT, ESQ
Managing Attorney
Crockett Law Group

MICHAEL M. CROW, PH.D.*
President
Arizona State University

THE HONORABLE JENN DANIELS
Mayor, Town of Gilbert

WYATT DECKER, M.D.
Chief Executive Officer
Mayo Clinic Arizona

THE HONORABLE MICHAEL FARRAR
Councilmember, Town of Carefree

KATHLEEN H. GOEPPINGER, PH.D.*
President & CEO
Midwestern University

JOHN GRAHAM*
President & CEO
Sunbelt Holdings

DERRICK HALL*
President & CEO
Arizona Diamondbacks

BARRY D. HALPERN
Partner
Snell and Wilmer, LLP

G. TODD HARDY
Vice President, Assets, ASU Foundation,
Senior Economic Development Advisor
Arizona State University

SHARON HARPER*
President & CEO
The Plaza Companies

MARIA HARPER-MARINICK, PH.D.
Chancellor
Maricopa Community Colleges

STEPHANIE HERTZBERG
Principal
Director of Business Development
SmithGroup JIR

PAMELA A. HIGDON
Senior Vice President
The Northern Trust Company

JOSEPH HUGHES
Regional Director Government & Community Relations
American Airlines

LINDA HUNT
President & CEO
Dignity Health Arizona

JEANINE JERKOVIC
Economic Development Director
City of Surprise

CHET KEIZER*
President
IRIS USA

CHRIS KOCHE
President & CEO
Carlsile Companies

THE HONORABLE MICHAEL LEVAULT
Mayor, Town of Youngtown

THE HONORABLE GEORGIA LORD
Mayor, City of Goodyear

JEFFREY LOWE
President
MidFirst Bank

PAUL LUNA*
President & CEO
Helios Education Foundation

JAMES H. LUNDY*
Chief Executive Officer
Alliance Bank of Arizona
MIKE MADSSEN
VP-Integrated Supply Chain
Honeywell Aerospace

STEVE MAUN
President
RED Development

THE HONORABLE
CRAIG MCFARLAND
Mayor, City of Casa Grande

MATT MCGUIRE*
President & CEO
Cancer Treatment Centers of America, Western Regional Center

THE HONORABLE
MARK MITCHELL
Mayor, City of Tempe

THE HONORABLE
LANA MOOK
Mayor, City of El Mirage

BRIAN MUELLER*
President & CEO
Grand Canyon University

GARY NAQUIN
Senior Vice President, Managing Director
National Bank of Arizona

EDWARD F. NOVAK
Managing Partner
Polinselli

THE HONORABLE
ERIC ORSBORN
Vice Mayor, City of Buckeye

BRAD PARKER
Phoenix City President
BBVA Compass

MI-AL PARRISH*
President and Publisher
Republic Media

THE HONORABLE
RUI PEREIRA
Councilmember
Town of Wickenburg

THE HONORABLE
CHRISTIAN PRICE
Mayor, City of Maricopa

CURTIS REED JR.*
Market Manager, AZ & NV
JPMorgan Chase

DAVID ROUSSEAU*
President
Salt River Project

THE HONORABLE
JEFF SERDY
Mayor
City of Apache Junction

TIMOTHY SLOTTOW*
President
University of Phoenix

JIM T. SWANSON
President & CEO
Kitchell Corporation

KARRIN TAYLOR ROBSON*
Founder & President
Arizona Strategies

THE HONORABLE
JAY TIBSHRAENY
Mayor, City of Chandler

THE HONORABLE
ANNA TOVAR
Mayor, City of Tolleson

RICHMOND J. VINCENT, JR.
Senior Vice President of Workforce Development
Goodwill of Central Arizona

C. BRADLEY VYNALEK
Partner
Quarles & Brady, LLP

THE HONORABLE
KENN WEISE
Mayor, City of Avondale

JOHN M. WELCH
Managing Partner
Squire Sanders

THE HONORABLE
SHARON WOLCOTT
Mayor, City of Surprise

BRADLEY WRIGHT
Of Counsel
Squire Patton Boggs

THE HONORABLE
CECIL YATES
Councilmember
Town of Fountain Hills

ED ZUEKER*
City Manager
City of Phoenix

MAYORS

APACHE JUNCTION — JEFF SERDY
AVONDALE — KENN WEISE
BUCKEYE — JACKIE MECK
CAREFREE — LES PETERSON
CASA GRANDE — CRAIG MCFARLAND
CHANDLER — JAY TIBSHRAENY
EL MIRAGE — LANA MOOK
FOUNTAIN HILLS — LINDA KAVANAGH
GILA BEND — TOMMY LEE SKES
GILBERT — JENN DANIELS
GLENDALE — JERRY WEIERS
GOODYEAR — GEORGIA LORD
MARICOPA — CHRISTIAN PRICE
MESA — JOHN GILES
PEORIA — CATHY CARLAT
PHOENIX — GREG STANTON
QUEEN CREEK — GAIL BARNEY
SCOTTSDALE — JIM LANE
SURPRISE — SHARON WOLCOTT
TEMPE — MARK MITCHELL
TOLLESON — ANNA TOVAR
WICKENBURG — EVERETT SICKLES
YOUNGTOWN — MICHAEL LEVAULT

COUNTY SUPERVISORS

DISTRICT 1 — DENNY BARNEY
DISTRICT 2 — STEVE CHUCRI
DISTRICT 3 — BILL GATES
DISTRICT 4 — CLINT HICKMAN
DISTRICT 5 — STEVE GALLARDO
## INVESTORS (AS OF JUNE 30, 2017)

### CHAIRMAN'S COUNCIL
- APS
- SRP
- ASU Arizona State University
- Alliance Bank of Arizona
- CopperPoint Mutual Companies
- Carlisle
- Chase
- Grand Canyon University
- Cox
- Wells Fargo
- Maricopa Community Colleges
- National Bank of Arizona

### DIRECTORS' COUNCIL
- American Airlines
- Arizona Cardinals
- Arizona Diamondbacks
- Bank of America
- Banner Health
- BSWA Compass
- Cancer Treatment Centers of America
- Chicanos Por La Causa
- CBRE
- Cousins Properties
- Dignity Health
- DMB Associates
- Empire Southwest
- Ernst & Young
- Freeport McMoRan
- Copper & Gold
- Goodwill of Central Arizona
- Hines
- Intel Corporation
- Kitchell
- Knight Transportation
- M Culinary
- Maracay Homes
- Mayo Clinic
- MidFirst Bank
- Mortenson
- Northern Trust
- Perkins Coie LLP
- Phoenix Suns
- Polsinelli PC
- Quarles & Brady
- RED Development
- Republic Media
- Square Patton Boggs
- University of Phoenix
- Valley Metro

### LEADERSHIP COUNCIL
- Aetna
- Alexander Building Company
- BDO
- Blue Cross Blue Shield of Arizona
- BMO Harris Bank
- Bryan Cave
- Bykon Construction
- Caliente Construction
- Celgene Corporation
- Century Link
- Colliers International
- Crescent Crown Distributing
- Cushman & Wakefield
- Daedalus Real Estate Advisors
- Deloitte
- Deutsch Architecture Group
- El Dorado Holdings
- Equality Health
- Facility Source
- Gammage & Barnham
- Goodmans Interior Structures
- Green Loop Solutions
- Hensley
- Homeowners Financial Group
- Honeywell
- JLL of Arizona
- Layton Construction
- Lee & Associates
- Lewis Roca Rothgerber Christie
- Liberty Property Trust
- Mainstreet Investment
- M+W Group
- Meritage Homes
- Nationwide Realty Investors
- Newmark Grubb Knight Frank
- Okland Construction
- Opus Development Company
- Phoenix Children’s Hospital
- Renaissance Companies
- Rose Law Group
- Ryan Companies
- Savills-Studley
- Siemens
- Skanska USA Building
- Smith Group
- Snell & Wilmer
- Southwest Airlines
- Southwest Gas Corporation
- Sunbelt Holdings
- The Plaza Companies
- Transwestern Commercial Services
- Tratt Properties
- TriWest Healthcare Alliance
- TruPath
- Turner Construction
- University of Arizona
- UPS
- USA
- US Bank
- VanTrust Real Estate
- ViaWest Group
- Wetz Company
- Wespac Construction
- Willmeng Construction
- Wrist Office Products

### AMBASSADOR
- Air Products & Chemicals
- Archicon L.C. Architecture
- Arizona Community Foundation
- Atmosphere Commercial Interiors
- Arrin
- BNSF
- Bristol Global Mobility
- Cenlar
- Central Arizona Commerce Park
- Clarus Partners
- Clark Hill PLC
- Corporate Interior Systems
- CoStar Group
- DIIT
- Grant Thornton
- Holualoa Companies
- IRIS USA
- Johnson Carlier
- Keyser
- KIAR
- Kutak Rock
- Landmark Companies
- Macerich
- Merit Partners
- Midwestern University
- MSS
- On Q Financial
- St. Clair Technologies
- Sunstate Equipment Company

---

13 | FY 2017 ANNUAL REPORT