OUR MISSION:

Attract and grow quality businesses and advocate for Greater Phoenix’s competitiveness
In FY18, we set all-time records for jobs, payroll, average high wage salary, prospects, and international prospects. This momentum is due to the partnerships and collective passion we all have for creating a region that is competitive and a place that business can thrive. We’ll continue pushing the limits by setting high standards of excellence so that we can elevate the profile of Greater Phoenix and advance our economy together.

There have been countless defining moments as we think about the history and impact that Greater Phoenix Economic Council has had on the region. These moments have helped shape our purpose. We’re building a region where not only businesses can prosper, but where people can embody a life well-lived. Through the dedication and unity of the mayors and supervisors along with the GPEC board of directors, investors and staff, we’re celebrating the past accomplishments and strategically preparing for another year of progress.

CHRIS CAMACHO
President & CEO

CHRIS ZAHARIS
Chairman of the Board of Directors
THREE-YEAR STRATEGIC PLAN

For nearly 30 years, GPEC has successfully attracted quality businesses to the region, gaining a reputation as one of the premier economic development organizations in the country. At the start of FY17, GPEC deployed a three-year strategic plan that has directed the years that followed with pragmatic and forward-looking strategies to position the region as a competitive environment in which companies can locate and scale.
The strategic plan set forth a vision for business attraction and competitiveness in Greater Phoenix

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

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

Lead policy and civic dialogue to drive consensus around economic performance objectives for advancing our region’s competitiveness.
FY 2018 ACTION PLAN

The three-year strategic plan laid the foundation for the goals and action items of each fiscal year’s action plan. As we reflect on FY18, we celebrate the accomplishments and community impact resulting from achieving our goals.

ACTION ITEMS

01. Develop and utilize unique analytic tools and methodology to drive both marketing approaches and identification of business development outreach targets: The core mission of GPEC to lead business attraction for Greater Phoenix will be supported by cutting-edge research and analytics methodologies as a way to increase new leads and drive deal flow.

02. Advance competitiveness priorities through regional collaboration: Partnering with stakeholders in the public and private sector, GPEC will convey key messaging related to competitiveness issues.

03. Partner with GPEC’s member communities to evaluate community planning necessary for future projects, and enhance industry selling strategies through the development of cohesive messaging around the region’s unique value proposition: Together with the communities, GPEC will focus on key industry verticals in the Greater Phoenix region and refine the business development team’s ability to craft relevant narratives for business attraction.

04. Target key audiences through strategic media placement and digital platforms to enhance Greater Phoenix’s brand and drive lead generation for business attraction: Digital marketing strategies will be deployed to elevate GPEC’s outreach and business attraction efforts.

05. Implement strategies to heighten recognition of the Greater Phoenix region in targeted industries and markets identified by the Metro Phoenix Global Investment Plan.
FY2018 PERFORMANCE METRICS

In FY18 GPEC met each of its respective goals, hitting stretch on all but GPEC Assists and Total Jobs, which both finished at target.

<table>
<thead>
<tr>
<th>EVALUATION CRITERIA</th>
<th>CONTRACT¹</th>
<th>TARGET²</th>
<th>STRETCH³</th>
<th>ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locates⁴</td>
<td></td>
<td></td>
<td></td>
<td>42</td>
</tr>
<tr>
<td>Payroll Generated (millions)</td>
<td>$326.60 M</td>
<td>$359.26 M</td>
<td>$413.15 M</td>
<td>$565.29 M</td>
</tr>
<tr>
<td>Average High Wage Salary⁵</td>
<td>$52,810</td>
<td>$58,678</td>
<td>$67,480</td>
<td>$88,391</td>
</tr>
<tr>
<td>Number of Jobs</td>
<td>6,919</td>
<td>7,611</td>
<td>8,753</td>
<td>8,606</td>
</tr>
<tr>
<td>Number of High-Wage Jobs</td>
<td>2,698</td>
<td>2,968</td>
<td>3,413</td>
<td>5,143</td>
</tr>
<tr>
<td>Qualified Prospects</td>
<td>229</td>
<td>252</td>
<td>277</td>
<td>279</td>
</tr>
<tr>
<td>International Prospects</td>
<td>38</td>
<td>42</td>
<td>46</td>
<td>57</td>
</tr>
<tr>
<td>GPEC Assists</td>
<td>10</td>
<td>12</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Stakeholder Satisfaction with Business Development©</td>
<td>7.0</td>
<td>7.3</td>
<td>7.6</td>
<td>8.9</td>
</tr>
<tr>
<td>Competitive Position Progress⁷</td>
<td></td>
<td></td>
<td></td>
<td>Stretch</td>
</tr>
<tr>
<td>Cash Reserve</td>
<td></td>
<td></td>
<td></td>
<td>Stretch</td>
</tr>
</tbody>
</table>

FOOT NOTES

¹ Indicates that GPEC has achieved 90% of the target performance number.

² This number is based on historical GPEC performance results as well as the economic situation. These figures are validated by three third party economists.

³ This indicates that the organization achieved more than 110% of the target performance number.

⁴ Locates number is not part of GPEC’s performance metrics. Included for information purposes only.

⁵ High wage salary is considered 125% of Maricopa County average wage.

⁶ Based on a scale of 1 to 10.

⁷ See Competitive Position Progress Report. Results are determined by GPEC’s Performance Committee.
<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>CITY</th>
<th>INDUSTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Aldi, Inc</td>
<td>Goodyear</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>2  Acronis*</td>
<td>Scottsdale</td>
<td>Information</td>
</tr>
<tr>
<td>3  Titan LED</td>
<td>Phoenix</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>4  Optima Tax Relief*</td>
<td>Chandler</td>
<td>Finance and Insurance</td>
</tr>
<tr>
<td>5  Aquafil</td>
<td>Phoenix</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>6  mfour*</td>
<td>Scottsdale</td>
<td>Administrative and Support Services</td>
</tr>
<tr>
<td>7  Pinnacle Transplant Technologies*</td>
<td>Phoenix</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>8  Amazon</td>
<td>Phoenix</td>
<td>Retail Trade</td>
</tr>
<tr>
<td>9  PureCare*</td>
<td>Phoenix</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>10 Ball Corporation*</td>
<td>Goodyear</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>11 Union Bank*</td>
<td>Tempe</td>
<td>Finance and Insurance</td>
</tr>
<tr>
<td>12 Connect Wireless*</td>
<td>Scottsdale</td>
<td>Information</td>
</tr>
<tr>
<td>13 Benchmark Electronics*</td>
<td>Tempe</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>14 Consumer Cellular</td>
<td>Phoenix</td>
<td>Information</td>
</tr>
<tr>
<td>15 Symantec*</td>
<td>Tempe</td>
<td>Information</td>
</tr>
<tr>
<td>16 Cryopak</td>
<td>Phoenix</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>17 Ortho Mattress</td>
<td>Phoenix</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>18 USAA*</td>
<td>Phoenix</td>
<td>Finance and Insurance</td>
</tr>
<tr>
<td>19 Chewy</td>
<td>Goodyear</td>
<td>Retail Trade</td>
</tr>
<tr>
<td>20 Eclipse Automation*</td>
<td>Mesa</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>21 WellCare*</td>
<td>Phoenix</td>
<td>Health Care and Social Assistance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>CITY</th>
<th>INDUSTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 Morgan Stanley*</td>
<td>Gilbert</td>
<td>Finance and Insurance</td>
</tr>
<tr>
<td>23 Tangier</td>
<td>Phoenix</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>24 Footprint.us</td>
<td>Gilbert</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>25 King Koil*</td>
<td>Avondale</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>26 Project Sunny</td>
<td>Phoenix</td>
<td>Health Care and Social Assistance</td>
</tr>
<tr>
<td>27 Gwynnie Bee</td>
<td>Phoenix</td>
<td>Retail Trade</td>
</tr>
<tr>
<td>28 QEP Corp</td>
<td>Tolleson</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>28 EdgeCore*</td>
<td>Mesa</td>
<td>Information</td>
</tr>
<tr>
<td>30 Chemadyne</td>
<td>Glendale</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>31 Project BL</td>
<td>Phoenix</td>
<td>Retail Trade</td>
</tr>
<tr>
<td>32 Project Pill*</td>
<td>Phoenix</td>
<td>Wholesale Trade</td>
</tr>
<tr>
<td>33 Spang &amp; Company</td>
<td>Phoenix</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>34 Prenexus</td>
<td>Gilbert</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>35 Gorbel</td>
<td>Goodyear</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>36 Paychex</td>
<td>Phoenix</td>
<td>Professional, Scientific, and Technical Services</td>
</tr>
<tr>
<td>37 Project Park</td>
<td>Surprise</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>38 Project AMPS*</td>
<td>Phoenix</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>39 Blue Buffalo</td>
<td>Goodyear</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>40 Project Needle*</td>
<td>Surprise</td>
<td>Transportation and Warehousing</td>
</tr>
<tr>
<td>41 Deloitte*</td>
<td>Gilbert</td>
<td>Information</td>
</tr>
<tr>
<td>42 Nikola R&amp;D Facility*</td>
<td>Phoenix</td>
<td>Professional, Scientific, and Technical Services</td>
</tr>
</tbody>
</table>

*Denotes High Wage Project
**USAA**

**Phoenix, Arizona**

700 Jobs • 150,000 Square Feet

Provides banking, insurance, investment and retirement planning services to military members and their families.

---

**Ball**

**Goodyear, Arizona**

130 Jobs • 500,000 Square Feet

Global manufacturer of packaging for food and household products. Ball opened a specialty beverage-can manufacturing facility in Goodyear, AZ.

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**Deloitte**

**Gilbert, Arizona**

1,500 Jobs • 100,000 Square Feet

Provides industry-leading audit & assurance, consulting, tax, and risk and financial advisory services to many of the world’s most admired brands, including more than 85 percent of the Fortune 500 and more than 6,000 private and middle market companies.
OUR KEY INITIATIVES

THE CONNECTED PLACE:

ABOUT: The Connected Place regional industry identity launched in FY17 as a way to increase foreign direct investment in Greater Phoenix. The campaign celebrates our region’s growth and competency in cybersecurity, autonomous vehicles, wearables, industry 4.0 and blockchain.

ACTION: In June, GPEC led a delegation to the SelectUSA Investment Summit and hosted a large free-standing The Connected Place branded booth in Washington, D.C. GPEC and Arizona State University co-sponsored the booth and were joined by the City of Surprise, City of Glendale, Town of Gilbert, City of Chandler, City of Phoenix and Salt River Project. The summit was attended by representatives from more than 1,200 international firms from 66 countries. The GPEC team met with more than 50 companies which generated 20 new leads and seven new active projects in the business development pipeline.

MODERN ECONOMY PLAN:

ABOUT: In FY18, GPEC created the Modern Economy Plan which is designed to develop and launch programs that enhance regional competitiveness.

ACTION: GPEC engaged a third-party consultant, Mass Economics, to conduct an assessment of the region’s industry base and innovation capacity. These findings were presented at the November Modern Economy Plan Symposium, which brought together political and economic leaders from across Greater Phoenix to bring attention to potential areas of collaboration. Efforts and initiatives include: development of the Smart Region Plan, leveraging Pipeline AZ to drive workforce outreach, coordination with the cities and Maricopa County to launch innovation institutes, and promotion of economic development policy and intentional investment.

SMART REGION INITIATIVE:

ABOUT: The Smart Region Initiative is the first program launched under the Modern Economy Plan.

ACTION: Launched in FY18, the Smart Region Initiative was formally kicked off in March at the Kansas City Smart Cities Connect conference and presented at additional national and local conferences throughout the year. During FY18 GPEC met with community partners to develop the core focus of the initiative. Significant progress was made in developing the regional framework to move these core projects forward: intelligent transportation support, development of an advanced specification book, implementation of a world-class broadband network, and launching opportunity projects in partnership with Maricopa Association of Governments and the Institute for Digital Progress.
FY2018 (AS OF JUNE 30, 2018)

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Empire Southwest, LLC

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President
Maracay Homes

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Executive Vice President, Public Policy
Arizona Public Service

R. NEIL IRWIN, TREASURER
Partner
Bryan Cave, LLP

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Greater Phoenix Economic Council

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Vice President
Cox Communications

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Chicanos Por La Causa

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President & CEO
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Hines

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Arizona Cardinals

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Bank of America Merrill Lynch

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Crockett Law Group

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Mayo Clinic Arizona

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President & CEO
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The Plaza Companies

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Maricopa Community Colleges

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Rogers Corporation

JOSEPH HUGHES
Regional Director Government & Community Relations
American Airlines

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Dignity Health Arizona

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Snell & Wilmer

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IRIS USA

CHRIS KOCH
President & CEO
Carlisle Companies

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Chairman of the Board & CEO
Kudelski Group
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Economic Development Director
City of Goodyear

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Mayor, Town of Youngtown

THE HONORABLE
GEORGIA LORD
Mayor, City of Goodyear

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MidFirst Bank

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President & CEO
Helios Education Foundation

MIKE MADSEN
VP-Integrated Supply Chain
Honeywell Aerospace

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Mayor, City of Casa Grande

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

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Mayor, City of Tempe

THE HONORABLE
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Grand Canyon University

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National Bank of Arizona

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Managing Partner
Polinelli

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BRAD PARKER
Phoenix City President
BBVA Compass

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Councilmember
Town of Wickenburg

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Mayor, City of Maricopa

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University of Arizona

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President
Salt River Project

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Vice President, Governmental Affairs
Arizona State University

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Founder & President
Arizona Strategies

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Partner
Quarles & Brady, LLP

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Mayor, City of Avondale

BRADLEY WRIGHT
Of Counsel
Squire Patton Boggs

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CECIL YATES
Councilmember
Town of Fountain Hills

ED ZUERCHER *
City Manager
City of Phoenix


* Denotes Executive Committee Member

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AVONDALE — KENN WEISE
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CAREFREE — LES PETERSON
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EL MIRAGE — LANA MOOK
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GILBERT — JENN DANIELS
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DISTRICT 2 — STEVE CHUCRI
DISTRICT 3 — BILL GATES
DISTRICT 4 — CLINT HICKMAN
DISTRICT 5 — STEVE GALLARDO
FISCAL YEAR 2018

INVESTORS

FY 2018 (As of June 30, 2018)

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CORPORATE COUNCIL

EXECUTIVE COUNCIL

DIRECTORS’ COUNCIL

Alliance Bank of Arizona
American Airlines
Arizona Cardinals
Arizona Diamondbacks
Bank of America
Banner Health
BBVA Compass
Cancer Treatment Centers of America
Chicanos Por La Causa
CBRE
Cousins Properties
Cypress Office Properties
Desert Financial Credit Union
Dignity Health
DMB Associates
Empire Southwest
Ernst & Young
Freepoint McMorran Copper & Gold
Goodmans Interior Structures
Goodwill of Central Arizona
Grand Canyon University
Intel Corporation
Kitchell
Knight-Swift Transportation
Layton Construction
Lucid Agency
M Culinary
Maracay Homes
Mayo Clinic
MidFirst Bank
Mortenson
Northern Trust
Oaktree Capital Management
Perkins Coie LLP
Phoenix Suns
Polsinelli PC
Quarles & Brady
Republic Media
Snell & Wilmer
Squire Patton Boggs
University of Phoenix
Valleymetro

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Crescent Crown Distributing
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Facility Source
Fenix Development
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GreenLoop Solutions
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Hensley
Hines
Hawaii Companies
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JLL of Arizona
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Liberty Property Trust
AMBASSADOR

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McShane Construction Company
Meritage Homes
Nationwide Realty Investors
Newmark Knight Frank
Okland Construction
Opus Development Company
Phoenix Children’s Hospital
Renaissance Companies
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Saint Holdings
Savills-Studley
SimonCRE
Skanska USA Building
SmithGroup
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Sunbelt Holdings
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Tratt Properties
TriWest Health Alliance
TruPath
University of Arizona
USAA
ViaWest Group
Weitz Company
Wespac Construction
Willmeng Construction
Wist Office Products

ADP
Air Products & Chemicals
Arizona Community Foundation
Arizona Office Technologies
Atmosphere Commercial Interiors
Avnet
BNSF
Bristol Global Mobility
Clarius Partners
Corporate Interior Systems
CoStar Group
Grant Thornton
IRIS USA
Jokake Construction
KTAR
Landmark Companies
Macerich
McCarthy Nordburg
Merit Partners
Midwestern University
MSS
On Q Financial
Ottawa University
RED Development
Ryan Companies
St. Clair Technologies
Sunstate Equipment Company
Union Pacific Railroad Company
UPS

FY 2018

GPEC STAFF

MITCHEL ALLEN
Vice President, Business Development, Industrial

TIM BOURCET
Director, Government & Community Affairs

NICOLE BURATOVICE
Director, Investor Strategy & Engagement

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Senior Graphic Designer & Photographer

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Office Administrator

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Director, Emerging Technology

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Coordinator, Marketing & Communications

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CAROL HU
Director, Research & Strategy

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KATHLEEN LEE
Senior Vice President of Regional Initiatives

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THOMAS MAYNARD
Vice President, Business Development

MARTHA MINER
Vice President, Operations

JOHN OWENS
Research Analyst

JEANIE PHAM
Social Engagement Coordinator

CLAYTON PINKINS
Research Analyst

BREANN PRESTON
Senior Director, Strategic Programs

KENDRA RHODES
Operations Manager

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Vice President, Marketing & Communications

TIFFANY SKALL
Director, Investor Engagement

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BRYAN SMITH
Director, Business Development

RUTH SOBERANES
Director, Trade & Investment

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Vice President, Research