Develop Your Business in Greater Phoenix

One of the Nation’s Fastest-Growing Tech Hubs

Greater Phoenix is a dynamic and growing software and IT hub. Supported by an expanding group of local and national firms, Greater Phoenix is increasingly being recognized as the place where software and IT firms go to scale.

Greater Phoenix is well-positioned to support both new-to-market software and IT companies, and the expansion of our existing cluster.

Here are just a few reasons why so many top companies choose Greater Phoenix:

- Large and talented workforce
- Massive education pipeline developing workers with vital skills
- Faster commute times than peer markets ensuring easy access to a robust talent pool
- Competitive operating cost and tax environment with several available incentives
- More affordable cost of living for employees and overall better quality of life than peer markets
- Welcoming and supportive region with active trade associations, and dynamic networking organizations
Value Proposition

Livability
- Significantly lower cost of living
- Abundance of craft breweries and coffee houses throughout the region
- More than 300 days of sunshine annually

Infrastructure
- Fast internet connectivity
- Consistent and reliable power coverage
- Robust network of data centers
- Access to a leading domestic and international airport
- Low risk of natural disasters

Value Chain
- Welcoming technology community backed by dynamic firms
- Growing number of local technology startups
- Large software and IT offices of Fortune 500 firms

Workforce Ecosystem
- Specialized training programs in universities and community colleges across the state
- University alignment and partnerships to create job-ready students
- Growing number of coding schools and bootcamps

Competitive Operating Costs
- Cheaper real estate and benefit costs compared to peer markets
- Several quality incentives to further decrease operating costs
Industry Ecosystem

Recent Expansions

GPEC has helped bring many leaders in the software and IT industry to the region since 2016. Combined, these companies have brought over 2,500 jobs to Greater Phoenix.

**Infosys**
Year: 2019
Phase 1 Jobs: 1,000

**Acronis**
Year: 2019
Phase 1 Jobs: 99

**NERDERY**
Year: 2019
Phase 1 Jobs: 45

**Appzen**
Year: 2019
Phase 1 Jobs: 102

**Lemonade**
Year: 2019
Phase 1 Jobs: 50

**IMNA Solutions**
Year: 2019
Phase 1 Jobs: 10

**Sendoso**
Year: 2019
Phase 1 Jobs: 100

**synchronoss**
Year: 2019
Phase 1 Jobs: 110

**Wag!**
Year: 2018
Phase 1 Jobs: 220

**Anomalie**
Year: 2018
Phase 1 Jobs: 100

**ThredUP**
Year: 2018
Phase 1 Jobs: 250

**Acronis**
Year: 2017
Phase 1 Jobs: 25

**Splash**
Year: 2017
Phase 1 Jobs: 15

**Indeed**
Year: 2017
Phase 1 Jobs: 100

**Clearlink**
Year: 2016
Phase 1 Jobs: 300
National Companies

Many leading national software and IT companies have substantial operations in Greater Phoenix. Below is a sample of some national companies that have a presence in the region.
Industry Ecosystem

Phoenix-Based Firms

Greater Phoenix is home to a dynamic and growing software ecosystem. In addition to many national leaders operating in the region, several software and IT companies are headquartered here.
Local Innovation

Greater Phoenix Technology Organizations

#yesphx

#yesphx is the unifying force in the Greater Phoenix startup community. Their mission is to amplify what is happening in the Greater Phoenix startup community, unify actors in the space, and clarify the community’s vision: to be the most generous community for entrepreneurs.

#yesphx is the go-to resource for startups and technology companies in Greater Phoenix that are either entering the market or looking to grow.

Arizona Technology Council

The Arizona Technology Council is the largest trade association for technology companies in the state. With more than 800 members, the organization hosts events, provides networking opportunities, and advocates on behalf of technology companies.

The Arizona Technology Council also hosts a job board and promotes Arizona firms through media.

Phoenix Startup Week

Phoenix Startup Week is a five-day event for the Greater Phoenix startup ecosystem. Designed by the business community, for the business community, startup week features sessions, mentoring, competitions, debates, panels, happy hours, and its annual Street Pitch event. At this event, 10 startups pitch their company idea for a chance at a $50,000 investment. Growing every year, Phoenix Startup Week gathers Greater Phoenix’s technology community into one place.
Local Innovation

**Incubators & Accelerators**

Greater Phoenix has a strong support network for software and IT companies. Listed below are some of the region’s incubators and accelerators, spaces that can be used by companies as they grow. Many of these spaces offer additional services to help connect, integrate and build new companies in the ecosystem.

- ASU Chandler Innovation Center
- ASU Startup Accelerator
- Avenue Business Center
- AZ TechCelerator
- Center For Entrepreneurial Innovation (CEI)
- Chandler Innovations
- Coplex
- Game CoLab
- Growth Nation
- High Tide
- JumpStartBiz - Fountain Hills
- JumpStartBiz - Tempe
- LaunchPoint
- MAC6 Leadership Academy
- Moonshot at NACET
- SEED SPOT
- Stealthmode Partners
- Tallwave
Local Innovation

Coworking Spaces

Greater Phoenix has a strong support network for entrepreneurs and startups. Listed below are some of the region’s coworking spaces that can be used by companies as they develop a presence in the region. Many of these spaces offer additional services to help connect and integrate new companies into the ecosystem.

- ASU SkySong
- AZ CoWork
- Chefs Shared Kitchen
- Co+HOOTS
- Codobe
- Cooper Crossing
- CoWorkArizona
- CoWorking on 15th Ave
- Cross Campus Scottsdale
- Dobson Ranch Center
- Elevate Coworking
- Eureka Loft
- executivehub
- EZ Spaces
- Gainey Ranch
- GangPlank- Chandler
- GangPlank- Queen Creek
- Gateway Executive Suites
- Grid.Works
- HeatSync Labs
- Hive @ Central
- ignite sparked by BBB
- Industrious
- InnovationHub @ GoodyearAZ
- Lux Office – Avondale
- Lux Office – Scottsdale
- Mac6
- THINKspot
- Novel Coworking Group - Heard Building, Phoenix
- Novel Coworking Group – Midtown, Phoenix
- Perimeter83
- Raintree Corporate Center
- Scottsdale Financial Center III
- Spaces
- Start @ West-MEC
- The Department
- The Office Bowl - 7th Avenue, Phoenix
- The Office Bowl - 12th Street, Phoenix
- Society
- Thrive Coworking for Women
- Union WorkSpace
- WeWork
- Workuity
Talent Pipeline

Greater Phoenix Talent Pipeline
Below are the total number of non-distance program completions at colleges and universities in Greater Phoenix for computer engineering, information technology, computer and software engineering, and computer science. The region produced over 2,700 graduates in these fields during the 2017 to 2018 school year. Greater Phoenix’s universities are committed to supplying the workforce needed to enable companies to scale in the region. Comparison data for peer markets has been provided below. Data was adjusted for the population sizes of the markets.

<table>
<thead>
<tr>
<th>Non-Degree Certificates</th>
<th>Associate</th>
<th>Bachelor</th>
<th>Master</th>
<th>Doctor</th>
</tr>
</thead>
<tbody>
<tr>
<td>583</td>
<td>363</td>
<td>790</td>
<td>429</td>
<td>103</td>
</tr>
</tbody>
</table>

Competitor Markets’ Talent Pipeline

Software Degrees in Western Regions

Source: Emsi 2020 Q2 Dataset
Talent Pipeline

Notable Coding Schools & Programs in Greater Phoenix

**General Assembly**

With 20 schools worldwide, including one in Phoenix, the school offers a variety of coding and technology focused programs. From part-time to full-time, online and in person.

- Software Engineering
- User Experience Design
- Data Science
- Python
- JavaScript

**Galvanize**

Galvanize offers both full- and part-time curriculum in web development and data science. Immersive course offerings produce job-ready graduates.

- Full stack
- JavaScript
- Python

**DevMountain**

DevMountain is an industry-leading coding school with expert faculty who are passionate about sharing their craft and empowering the next wave of programmers, entrepreneurs, and designers.

- IOS development
- Salesforce development
- Software Quality Assurance
- User Experience Design
- Web development
Talent Pipeline

Notable Coding Schools & Programs in Greater Phoenix

Tech Talent South
Tech Talent South is a company that focuses on developing tech talent through part-time and full-time programs aimed at individuals and corporations.

- Java
- JavaScript App Development

codePHX
codePHX is an initiative created by the City of Phoenix that provides free coding, robotics and 3D modeling classes for youth ages four to 17.

- Introductory 3D modeling
- Introductory coding
- Introductory robotics

Phoenix Coding Academy
Phoenix Coding Academy is an innovative specialty small school, focused on computer coding and multiple technology pathways through an inquiry-based instructional design. Phoenix Coding Academy is one of the first public high schools of its kind.

- General high school education
- Software development
- Web development
Talent Pipeline

Notable Programs in Software and IT-related Fields

**Arizona State University**

Arizona State University (ASU) is committed to partnering with corporate, education, and government organizations to produce a skilled software and IT workforce. ASU has the largest engineering school in the nation, with over 20,000 students enrolled.

- Information technology
- Computer systems engineering
- Computer science

**University of Arizona**

The University of Arizona is committed to partnering with government and corporations to train job-ready students.

- Computer science
- Management information systems with emphasis in information assurance
- Cyber operations
- Enterprise security certificate

**Grand Canyon University**

Grand Canyon University is a private Christian university committed to training the next generation of working professionals.

- Computer programming
- Computer science with an emphasis in big data analytics
- Information technology
- Arizona Cyber Warfare Range facility
Talent Pipeline

Notable Programs in Software and IT-related Fields

University of Advancing Technology
The University of Advancing Technology was the first computer university in the United States and continues to be a nationally-recognized leader in advanced technology education.
- Advancing computer science
- Enterprise software development
- Network engineering
- Web design

Maricopa Community Colleges
The largest community college district in the United States, the Maricopa Community College District includes 10 colleges throughout Greater Phoenix.
- Computer applications technology
- Computer programming
- IT: Computer applications specialist
- Computer information systems

Embry-Riddle Aeronautical University
Embry-Riddle is an aeronautical university that offers programs software and computer engineering. Located in Prescott, Arizona, Embry-Riddle is a short drive from Greater Phoenix.
- Software engineering
- Computer engineering
Talent Pipeline

Notable University Rankings

Arizona State University
• #6 Online graduate business programs, U.S. News & World Report
• #2 Online bachelor’s degree programs, U.S. News & World Report
• #6 Online MBA program, U.S. News & World Report
• #5 Best-qualified graduates, The Wall Street Journal
• #25 Global universities, economics/business, U.S. News & World Report

University of Arizona
• #4 Undergraduate management information system program, U.S. News & World Report
• #3 Graduate information systems program, U.S. News & World Report
• #4 Online graduate computer information technology program
• #12 Entrepreneurship program, U.S. News & World Report
Research & Development

Greater Phoenix’s Dynamic Cybersecurity Sector is Thriving

**Arizona Cyber Warfare Range**

The Arizona Cyber Warfare Range is designed to develop a well-trained cybersecurity workforce. This is achieved through self-paced training, organic mentoring and real-world experience. Many hands-on exercises are hosted, serving everyone from beginners to tenured professionals through real-world operations. Participants learn Computer Network Attack (CNA), Computer Network Defense (CND) and Digital Forensics. There is no cost to add your company’s technology to the Cyber Warfare Range for testing. The Cyber Warfare Range has two locations in Greater Phoenix, Grand Canyon University in Phoenix and AZLabs in Mesa.

Source: https://www.azcwr.org/

**Arizona Statewide Cyber Workforce Consortium**

Formed by Chicanos Por La Causa (CPLC) and Cyber Security Canyon (CSC), the Arizona Statewide Cyber Workforce Consortium (AZSCWC) develops a unified approach to ensure the state has adequate cybersecurity resources. The AZSCWC’s work builds off existing efforts developed over the past five years. This consortium connects applicants from traditional and nontraditional training backgrounds to the region’s cybersecurity cluster.

Source: http://swcse.com

**Center for Cybersecurity and Digital Forensics**

Arizona State University’s Center for Cybersecurity and Digital Forensics brings together leading researchers from engineering, social sciences, and business to solve problems in identity management, privacy, malware, security, digital forensics and predictive analytics. This research is conducted with several industry partnerships, and has led to the creation of custom education and training programs. The work conducted at the center is a vital part of the university’s efforts to support the entrepreneurial ecosystem.

Source: https://globalsecurity.asu.edu/cdf
## Labor Analysis

### Labor Pool

The table below shows employment for the following occupations in the selected metros.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Phoenix</th>
<th>Austin</th>
<th>Denver</th>
<th>New York City</th>
<th>Salt Lake City</th>
<th>San Francisco</th>
</tr>
</thead>
<tbody>
<tr>
<td>General And Operations Managers</td>
<td>39,595</td>
<td>19,205</td>
<td>23,783</td>
<td>151,010</td>
<td>23,256</td>
<td>42,267</td>
</tr>
<tr>
<td>Software Developers, Applications</td>
<td>13,240</td>
<td>13,699</td>
<td>20,389</td>
<td>75,450</td>
<td>6,550</td>
<td>44,212</td>
</tr>
<tr>
<td>Computer Systems Analysts</td>
<td>9,911</td>
<td>9,006</td>
<td>6,579</td>
<td>40,900</td>
<td>2,530</td>
<td>15,078</td>
</tr>
<tr>
<td>Software Developers, Systems Software</td>
<td>7,812</td>
<td>7,652</td>
<td>7,457</td>
<td>19,362</td>
<td>3,722</td>
<td>17,381</td>
</tr>
<tr>
<td>Computer Occupations, All Other</td>
<td>6,961</td>
<td>4,050</td>
<td>11,366</td>
<td>10,865</td>
<td>3,673</td>
<td>19,802</td>
</tr>
<tr>
<td>Computer And Information Systems Managers</td>
<td>6,139</td>
<td>3,353</td>
<td>5,547</td>
<td>31,419</td>
<td>3,782</td>
<td>17,898</td>
</tr>
<tr>
<td>Network And Computer Systems Administrators</td>
<td>6,049</td>
<td>5,063</td>
<td>7,572</td>
<td>27,019</td>
<td>2,191</td>
<td>7,571</td>
</tr>
<tr>
<td>Computer Network Support Specialists</td>
<td>5,008</td>
<td>2,392</td>
<td>2,865</td>
<td>13,937</td>
<td>1,097</td>
<td>3,752</td>
</tr>
<tr>
<td>Computer Programmers</td>
<td>2,565</td>
<td>3,006</td>
<td>2,196</td>
<td>16,103</td>
<td>1,705</td>
<td>6,382</td>
</tr>
<tr>
<td>Computer Network Architects</td>
<td>2,326</td>
<td>1,950</td>
<td>4,527</td>
<td>9,745</td>
<td>642</td>
<td>3,917</td>
</tr>
<tr>
<td>Information Security Analysts</td>
<td>2,175</td>
<td>891</td>
<td>2,376</td>
<td>8,093</td>
<td>468</td>
<td>2,074</td>
</tr>
<tr>
<td>Web Developers</td>
<td>2,084</td>
<td>1,710</td>
<td>1,474</td>
<td>12,268</td>
<td>1,022</td>
<td>5,556</td>
</tr>
<tr>
<td>Database Administrators</td>
<td>1,633</td>
<td>1,771</td>
<td>1,883</td>
<td>8,215</td>
<td>734</td>
<td>2,496</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>105,496</strong></td>
<td><strong>73,747</strong></td>
<td><strong>98,015</strong></td>
<td><strong>424,385</strong></td>
<td><strong>51,372</strong></td>
<td><strong>188,385</strong></td>
</tr>
</tbody>
</table>

Source: Emsi 2020 Q2 Dataset
## Labor Analysis

### Median Wage

Greater Phoenix has a robust supply of human capital at an affordable cost. Median wages in Greater Phoenix are significantly lower than peer markets. Below is a table of median wages across peer markets for software and IT occupations.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Phoenix</th>
<th>Austin</th>
<th>Denver</th>
<th>New York City</th>
<th>Salt Lake City</th>
<th>San Francisco</th>
</tr>
</thead>
<tbody>
<tr>
<td>General And Operations Managers</td>
<td>$91,198</td>
<td>$98,319</td>
<td>$119,744</td>
<td>$140,053</td>
<td>$72,732</td>
<td>$136,371</td>
</tr>
<tr>
<td>Software Developers, Applications</td>
<td>$100,749</td>
<td>$107,095</td>
<td>$104,473</td>
<td>$114,046</td>
<td>$100,740</td>
<td>$137,675</td>
</tr>
<tr>
<td>Computer Systems Analysts</td>
<td>$89,056</td>
<td>$83,041</td>
<td>$93,446</td>
<td>$108,191</td>
<td>$76,877</td>
<td>$117,262</td>
</tr>
<tr>
<td>Software Developers, Systems Software</td>
<td>$98,900</td>
<td>$111,843</td>
<td>$117,092</td>
<td>$123,666</td>
<td>$105,625</td>
<td>$135,478</td>
</tr>
<tr>
<td>Computer Occupations, All Other</td>
<td>$82,237</td>
<td>$83,287</td>
<td>$103,430</td>
<td>$100,363</td>
<td>$71,023</td>
<td>$109,341</td>
</tr>
<tr>
<td>Computer And Information Systems Managers</td>
<td>$135,549</td>
<td>$145,940</td>
<td>$156,189</td>
<td>$181,602</td>
<td>$113,396</td>
<td>$183,270</td>
</tr>
<tr>
<td>Network And Computer Systems Administrators</td>
<td>$82,200</td>
<td>$86,309</td>
<td>$83,975</td>
<td>$97,594</td>
<td>$79,024</td>
<td>$101,443</td>
</tr>
<tr>
<td>Computer Network Support Specialists</td>
<td>$53,846</td>
<td>$60,941</td>
<td>$68,791</td>
<td>$82,404</td>
<td>$55,600</td>
<td>$82,384</td>
</tr>
<tr>
<td>Computer Programmers</td>
<td>$85,195</td>
<td>$83,872</td>
<td>$94,627</td>
<td>$86,944</td>
<td>$79,401</td>
<td>$106,594</td>
</tr>
<tr>
<td>Computer Network Architects</td>
<td>$102,745</td>
<td>$123,863</td>
<td>$117,924</td>
<td>$124,038</td>
<td>$104,081</td>
<td>$127,951</td>
</tr>
<tr>
<td>Information Security Analysts</td>
<td>$97,207</td>
<td>$109,840</td>
<td>$94,588</td>
<td>$125,969</td>
<td>$82,479</td>
<td>$118,659</td>
</tr>
<tr>
<td>Web Developers</td>
<td>$63,980</td>
<td>$74,733</td>
<td>$78,164</td>
<td>$78,275</td>
<td>$72,273</td>
<td>$105,206</td>
</tr>
<tr>
<td>Database Administrators</td>
<td>$92,555</td>
<td>$95,221</td>
<td>$97,024</td>
<td>$105,780</td>
<td>$97,485</td>
<td>$108,857</td>
</tr>
</tbody>
</table>

Source: Emsi 2020 Q2 Dataset
Operating Cost Analysis

The Annual Business Operating Cost Analysis has been prepared using the following parameters as an estimate for software and IT operations in competitor markets. Component and custom analysis to match your company’s operations can be provided upon request.

Assumptions

• $500,000 personal property investment
• 10,000 square foot Central Business District
• Utilities (per month): Included in Lease
• 50 jobs (Bureau of Labor Statistics equivalent occupations)

<table>
<thead>
<tr>
<th>Occupations</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software Developers, Applications</td>
<td>15</td>
</tr>
<tr>
<td>Web Developers</td>
<td>15</td>
</tr>
<tr>
<td>Software Developers, Systems Software</td>
<td>10</td>
</tr>
<tr>
<td>Computer Network Architects</td>
<td>5</td>
</tr>
<tr>
<td>Computer and Information Systems Managers</td>
<td>2</td>
</tr>
<tr>
<td>Computer Network Support Specialists</td>
<td>2</td>
</tr>
<tr>
<td>General and Operations Managers</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
</tr>
</tbody>
</table>
## Operating Cost Analysis

### Annual Operating Cost

<table>
<thead>
<tr>
<th>Metro</th>
<th>Employee Payroll</th>
<th>Fringe and Mandated Benefits</th>
<th>Real Estate Payments</th>
<th>Property Tax</th>
<th>Total Operating Cost</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$4,526,312</td>
<td>$1,055,746</td>
<td>$282,400</td>
<td>$10,953</td>
<td>$5,875,411</td>
<td>100.0%</td>
</tr>
<tr>
<td>Austin</td>
<td>$4,747,292</td>
<td>$1,110,673</td>
<td>$494,700</td>
<td>$10,983</td>
<td>$6,363,648</td>
<td>108.3%</td>
</tr>
<tr>
<td>Denver</td>
<td>$4,957,050</td>
<td>$1,158,621</td>
<td>$362,400</td>
<td>$11,204</td>
<td>$6,489,276</td>
<td>110.4%</td>
</tr>
<tr>
<td>New York City</td>
<td>$5,601,965</td>
<td>$1,315,836</td>
<td>$820,500</td>
<td>$0</td>
<td>$7,738,301</td>
<td>131.7%</td>
</tr>
<tr>
<td>Salt Lake City</td>
<td>$4,441,886</td>
<td>$1,034,911</td>
<td>$301,600</td>
<td>$6,498</td>
<td>$5,784,895</td>
<td>98.5%</td>
</tr>
<tr>
<td>San Francisco</td>
<td>$5,829,452</td>
<td>$1,377,741</td>
<td>$955,400</td>
<td>$5,900</td>
<td>$8,168,493</td>
<td>139.0%</td>
</tr>
</tbody>
</table>

### Total Operating Cost

<table>
<thead>
<tr>
<th>Metro</th>
<th>Total Operating Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$5,875,411</td>
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<td>Austin</td>
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<td>Denver</td>
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<tr>
<td>New York City</td>
<td>$7,738,301</td>
</tr>
<tr>
<td>Salt Lake City</td>
<td>$5,784,895</td>
</tr>
<tr>
<td>San Francisco</td>
<td>$8,168,493</td>
</tr>
</tbody>
</table>

Source: Applied Economics MetrocompTool, May 2020
## Operating Cost Analysis

### Real Estate Costs

<table>
<thead>
<tr>
<th>Metro</th>
<th>Suburban Class A Office Lease Rate</th>
<th>Suburban Class A Office Cost Index</th>
<th>CBD Office Lease Rate</th>
<th>CBD Office Cost Index</th>
<th>Office Vacancy Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$29.69</td>
<td>100.0%</td>
<td>$28.24</td>
<td>100.0%</td>
<td>12.1%</td>
</tr>
<tr>
<td>Austin</td>
<td>$37.83</td>
<td>127.4%</td>
<td>$49.47</td>
<td>175.2%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Denver</td>
<td>$29.31</td>
<td>98.7%</td>
<td>$36.24</td>
<td>128.3%</td>
<td>10.3%</td>
</tr>
<tr>
<td>New York City</td>
<td>$32.09</td>
<td>108.1%</td>
<td>$82.05</td>
<td>290.5%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Salt Lake City</td>
<td>$25.92</td>
<td>87.3%</td>
<td>$30.16</td>
<td>106.8%</td>
<td>6.9%</td>
</tr>
<tr>
<td>San Francisco</td>
<td>$72.72</td>
<td>244.9%</td>
<td>$95.54</td>
<td>338.3%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

### Central Business District Rate

![Central Business District Rate Chart]

Source: Applied Economics Metrocomp Tool, May 2020
# Taxes & Incentives

## Arizona Tax Environment vs. Competitor Markets

Arizona has a very competitive tax and fringe/mandated benefits environment compared to other major software and IT markets.

<table>
<thead>
<tr>
<th>Metro</th>
<th>Sales Tax Rate</th>
<th>Corporate Income</th>
<th>Tax Rate</th>
<th>Basis</th>
<th>Inventory Tax</th>
<th>Unemployment Insurance</th>
<th>Workers Comp. (Rate per $100 Payroll)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>8.60%</td>
<td></td>
<td>4.90%</td>
<td>Net Income</td>
<td>No</td>
<td>2.00%</td>
<td>$7,000 $140 $1.30</td>
</tr>
<tr>
<td>Austin</td>
<td>8.30%</td>
<td></td>
<td>0.75%</td>
<td>Taxable Margin</td>
<td>Yes</td>
<td>2.70%</td>
<td>$9,000 $243 $1.21</td>
</tr>
<tr>
<td>Denver</td>
<td>8.30%</td>
<td></td>
<td>4.63%</td>
<td>Net Income</td>
<td>No</td>
<td>1.70%</td>
<td>$13,600 $212.50 $1.43</td>
</tr>
<tr>
<td>New York City</td>
<td>8.80%</td>
<td></td>
<td>6.50%</td>
<td>Net Income</td>
<td>No</td>
<td>2.50%</td>
<td>$11,600 $359.70 $3.08</td>
</tr>
<tr>
<td>Salt Lake City</td>
<td>7.80%</td>
<td></td>
<td>4.95%</td>
<td>Net Income</td>
<td>No</td>
<td>IndAvg%</td>
<td>$36,600 $543.00 $1.06</td>
</tr>
<tr>
<td>San Francisco</td>
<td>8.50%</td>
<td></td>
<td>8.84%</td>
<td>Net Income</td>
<td>No</td>
<td>3.40%</td>
<td>$7,000 $238 $2.87</td>
</tr>
</tbody>
</table>

Source: Applied Economics Metrocomp Tool, May 2020
Taxes & Incentives

Statutory Incentives
Even with the highly competitive tax environment in Greater Phoenix and Arizona, there are several tax incentives that can be utilized to mitigate operating costs. Please note that this is not a comprehensive list of all incentives available in the state of Arizona. Additionally, it should be noted that this is only a guide for potential incentives. Actual incentives will depend on project parameters and varying program qualifications and requirements as determined by the Arizona Commerce Authority.

Quality Jobs Tax Credit
The Quality Jobs Tax Credit program awards $9,000 of tax credits over three years for qualifying companies. The chart below highlights minimum qualifying capital expenditure and wage rate in an urban area, while the texts describe additional program parameters.

<table>
<thead>
<tr>
<th>Urban</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Min. New Jobs</td>
<td>County Median Wage</td>
<td>Maricopa</td>
<td>Min. Capex</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>100%</td>
<td>$38,009</td>
<td>$5,000,000</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>125%</td>
<td>$47,511</td>
<td>$2,000,000</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>150%</td>
<td>$57,014</td>
<td>$1,000,000</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>200%</td>
<td>$76,018</td>
<td>$500,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rural</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Min. New Jobs</td>
<td>County Median Wage</td>
<td>Pinal</td>
<td>Min. Capex</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>100%</td>
<td>$37,040</td>
<td>$1,000,000</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>125%</td>
<td>$46,300</td>
<td>$500,000</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>150%</td>
<td>$55,560</td>
<td>$100,000</td>
<td></td>
</tr>
</tbody>
</table>

R&D Tax Credit
- Refundable and nonrefundable corporate income tax credits for qualified research and development done in Arizona, including company funded research at a state university
- Credit amount is 24% of first $2.5 million in qualifying expenses plus 15% of the qualifying expenses in excess of $2.5 million
- Qualifying small companies (less than 150 FTE) can apply to make their credit refundable (75% of nonrefundable credit value). A company can receive up to $2.0M in refundable credits per year

Source: Arizona Commerce Authority
Quality of Life

Parks & Recreation
Greater Phoenix is home to hundreds of parks and hundreds of miles of hiking, biking, and walking trails. Greater Phoenix has the largest municipal park in the United States, South Mountain Park. This municipal park covers more than 16,000 acres. Other large parks in the region include the White Tank Mountain Regional Park, Camelback Mountain, Piestewa Peak and the Superstition Mountains. Notable walking trails in the region include the canal system, Tempe Town Lake, the Greenbelt and Papago Park.
Cost of Living
Greater Phoenix is more affordable for companies and the people that make them successful. Across all major buckets of expenses, Greater Phoenix is less expensive than almost all peer markets.

<table>
<thead>
<tr>
<th>Metro</th>
<th>Grocery Items</th>
<th>Health Care</th>
<th>Utilities</th>
<th>Transportation</th>
<th>Composite Index</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>99.4</td>
<td>109.6</td>
<td>107.0</td>
<td>90.1</td>
<td>98.9</td>
<td>100.0%</td>
</tr>
<tr>
<td>Austin</td>
<td>91.0</td>
<td>95.3</td>
<td>90.5</td>
<td>105.7</td>
<td>99.3</td>
<td>100.4%</td>
</tr>
<tr>
<td>Denver</td>
<td>98.0</td>
<td>80.6</td>
<td>100.8</td>
<td>103.6</td>
<td>110.8</td>
<td>112.0%</td>
</tr>
<tr>
<td>New York City</td>
<td>139.7</td>
<td>120.6</td>
<td>128.6</td>
<td>110.5</td>
<td>237.4</td>
<td>240.0%</td>
</tr>
<tr>
<td>Salt Lake City</td>
<td>107.7</td>
<td>87.8</td>
<td>103.5</td>
<td>105.6</td>
<td>103.3</td>
<td>104.4%</td>
</tr>
<tr>
<td>San Francisco</td>
<td>130.9</td>
<td>123.2</td>
<td>145.0</td>
<td>129.5</td>
<td>196.6</td>
<td>198.8%</td>
</tr>
</tbody>
</table>

Source: C2ER COLI 2019 Annual Average

Housing
Greater Phoenix has an affordable housing market. It is significantly less expensive to own or rent in the Greater Phoenix area than in peer markets.

<table>
<thead>
<tr>
<th>Metro</th>
<th>Median Home Value</th>
<th>Index</th>
<th>Median Rent</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$294,161</td>
<td>100.0%</td>
<td>$1,457</td>
<td>100.0%</td>
</tr>
<tr>
<td>Austin</td>
<td>$342,320</td>
<td>116.4%</td>
<td>$1,632</td>
<td>112.0%</td>
</tr>
<tr>
<td>Denver</td>
<td>$444,722</td>
<td>151.2%</td>
<td>$1,800</td>
<td>123.5%</td>
</tr>
<tr>
<td>New York City</td>
<td>$485,812</td>
<td>165.2%</td>
<td>$2,297</td>
<td>157.7%</td>
</tr>
<tr>
<td>Salt Lake City</td>
<td>$386,845</td>
<td>131.5%</td>
<td>$1,486</td>
<td>102.0%</td>
</tr>
<tr>
<td>San Francisco</td>
<td>$1,141,029</td>
<td>387.9%</td>
<td>$3,121</td>
<td>214.2%</td>
</tr>
</tbody>
</table>

Source: March 2020 Zillow Home Value Index; March 2020 Zillow Rental Index

Personal Income Tax
Greater Phoenix has the lowest personal income tax of those states that have a personal income tax across all income levels. With its affordable cost of living and low taxes rates, income goes further in Greater Phoenix.

<table>
<thead>
<tr>
<th>State</th>
<th>$50,000</th>
<th>$150,000</th>
<th>$270,000</th>
<th>$500,000</th>
<th>$1 Million Or More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>4.17%</td>
<td>4.17%</td>
<td>4.50%</td>
<td>4.50%</td>
<td>4.50%</td>
</tr>
<tr>
<td>Texas</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colorado</td>
<td></td>
<td></td>
<td>4.63% of federal taxable income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New York</td>
<td>6.21%</td>
<td>6.49%</td>
<td>6.85%</td>
<td>6.85%</td>
<td>6.85%</td>
</tr>
<tr>
<td>Utah</td>
<td></td>
<td></td>
<td></td>
<td>4.95%</td>
<td></td>
</tr>
<tr>
<td>California</td>
<td>8.00%</td>
<td>9.30%</td>
<td>9.30%</td>
<td>11.30%</td>
<td>13.30%</td>
</tr>
</tbody>
</table>

Source: Tax Foundation 2020. Tax rates are for single filers.
Coffee & Craft Beer
Greater Phoenix’s craft beer and coffee culture is creative, dynamic and growing. The list below is a sample of the variety of craft beverage makers in the region.

Craft Breweries
12 West Brewing
8 Bit Brewing
Arizona Wilderness Brewing Company
Beer Research Institute
Bone Haus Brewing
Cider Corps
Desert Eagle Brewing
Dubina Brewing Company
Fate Brewing Company
Flying Basset Brewing
Four Peaks Brewing Company
Freak’N Brewing Company
Goldwater Brewing Company
Grand Avenue Brewing
Helio Basin Brewing
Helton Brewing
Huss Brewing Company
Lochiel Brewing
Lucidi Distillery

Craft Coffee
A Shot of Java
Azukar Coffee
be Coffee + Food + Stuff
Belhaus
Berdena’s Fine Coffee & Food
Bergies Coffee Roast House
Cartel Coffee Lab
Copper Star Coffee
Driftwood Coffee Co.
Fair Trade Café
Fillmore Coffee Co.
Giant Coffee
Gold Bar Espresso
Jobot Coffee
King Coffee

Mother Bunch Brewing Company
North Mountain Brewing
O.H.S.O. Eatery + Nanobrewery
Oro Brewing Company
Pedal Haus Brewery
Peoria Artisan Brewery
The Perch Brewery
PHX Beer Co.
Saddle Mountain Brewing Company
SanTan Brewing Company
Scottsdale Beer Company
Shop Beer Co.
Sleepy Dog Brewery
Sonoran Brewing Co.
State 48 Brewery
Sunup Brewing Co.
Uncle Bear’s Brewhouse
Westward Brewing
Wren House Brewing Co.

Lakeview Coffee
Lola Coffee Bar
Lost Dutchman Coffee Roasters
Lux Central
Maverick Coffee
Nami
Peixoto Coffee Roasters
Press Coffee Roasters
Provision Coffee Bar
Regroup Coffee + Bicycles
Royal Coffee Bar
Serafina Coffee Roasters
Songbird Coffee & Tea
The Refuge Café
Urban Beans
Livability

Music, Events & Culture
Greater Phoenix is home to an exciting and diverse music scene, some of the nation’s most iconic events, and a culture all its own. The list below displays many of the region’s unique events and amenities.

AmeriCAN Canned Craft Beer Festival
Arizona Fall League
Arizona Jazz Festival
Arizona Hip Hop Festival
Arizona Opera
ArtLink First Fridays - Downtown Phoenix
Ballet Arizona
Barrett-Jackson Classic Car Auction
Country Thunder Arizona
Decadence Arizona
Desert Botanical Garden
Fiesta Bowl
FORM Arcosanti
Four Peaks Oktoberfest
Gammage Auditorium
Heard Museum
Innings Festival
McDowell Mountain Music Festival
Mesa Arts Center
Major League Baseball Spring Training
Musical Instrument Museum
Orpheum Theater
PF Chang’s Rock n Roll Marathon
Phoenix Art Museum
Phoenix Symphony
Phoenix Unknown: World Music and Night Market
Phoenix Zoo
Pot of Gold Festival
Scottsdale Arts Festival
Scottsdale Museum of Contemporary Art
South Mountain Park
PGA Waste Management Phoenix Open
West World
Wickenburg Gold Rush Days
Livability

Commute Times & Light Rail

Many companies that have recently expanded into the region have commented on the ease of access to workforce and the accessibility of the market. An important aspect of this is the region’s commute times, which are significantly shorter than competitor markets, enabling your workforce to spend more time enjoying their lifestyle and less time in traffic. The region has a modern freeway system and an expanding light rail ensuring that there is a robust supply of talent no matter where a business is located.

<table>
<thead>
<tr>
<th>Metro</th>
<th>Average Commute Times</th>
<th>Yearly Commute</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>26.7 minutes</td>
<td>9.6 days</td>
<td>100.0%</td>
</tr>
<tr>
<td>Austin</td>
<td>27.4 minutes</td>
<td>9.9 days</td>
<td>102.6%</td>
</tr>
<tr>
<td>Denver</td>
<td>28.0 minutes</td>
<td>10.1 days</td>
<td>104.9%</td>
</tr>
<tr>
<td>New York City</td>
<td>37.6 minutes</td>
<td>13.6 days</td>
<td>140.8%</td>
</tr>
<tr>
<td>Salt Lake</td>
<td>22.9 minutes</td>
<td>8.3 days</td>
<td>85.8%</td>
</tr>
<tr>
<td>San Francisco</td>
<td>34.7 minutes</td>
<td>12.5 days</td>
<td>130.0%</td>
</tr>
</tbody>
</table>

Source: ACS 2018 1-Year Estimate
Greater Phoenix Airport Access

**Skybridge at Phoenix-Mesa Gateway International Airport:**

- An air logistics hub to ship high-value goods directly to consumers through a bonded facility incorporating Mexican and U.S. customs – will be the first of its kind in the interior U.S. for air freight activities.

- Ideally situated within the Southwestern U.S. to not only meet growing e-commerce and airport logistics demands in the Phoenix metropolitan area, but also to serve as a direct carrier to and from consumers in Mexico and across the U.S.

- In addition, the proximity to ASU’s Polytechnic Campus creates opportunities for partnerships to attract and retain workforce talent in Gateway.

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**Phoenix Sky Harbor International Airport:**

- 43 million passengers annually
- 1,200 daily domestic and international flights
- Over 800 tons of cargo handled daily

**Major Cargo Carriers from Sky Harbor:**

- Amazon Prime Air
- American Airlines
- Ameriflight
- British Airways
- Delta Airlines
- DHL
- FedEx
- Southwest Airlines
- United
- UPS
Rankings & Recognition

**#1**
Phoenix was ranked #1 Fastest Growing City by population in Business Facilities’ 2019 Metro Rankings Report

**#1**
Arizona State University named America’s Most Innovative University five years in a row by U.S. News & World Report

**#1**
Phoenix Sky Harbor International Airport ranked as the #1 Best Large Airport in the U.S. by The Wall Street Journal

**Top Tier**
APS and SRP rank as top business service providers by J.D. Power and Associates for reliability

**Top 10**
In 2019, Arizona was ranked in the top 10 best states to start a business by WalletHub

**Top 10**
Greater Phoenix is ranked in the top 10 for low catastrophic and natural disaster risk

**Top 20**
In 2018, two cities in the region were listed in the top 20 happiest cities in the nation

**Top 20**
Arizona ranked in the top 20 states for doing business in 2019