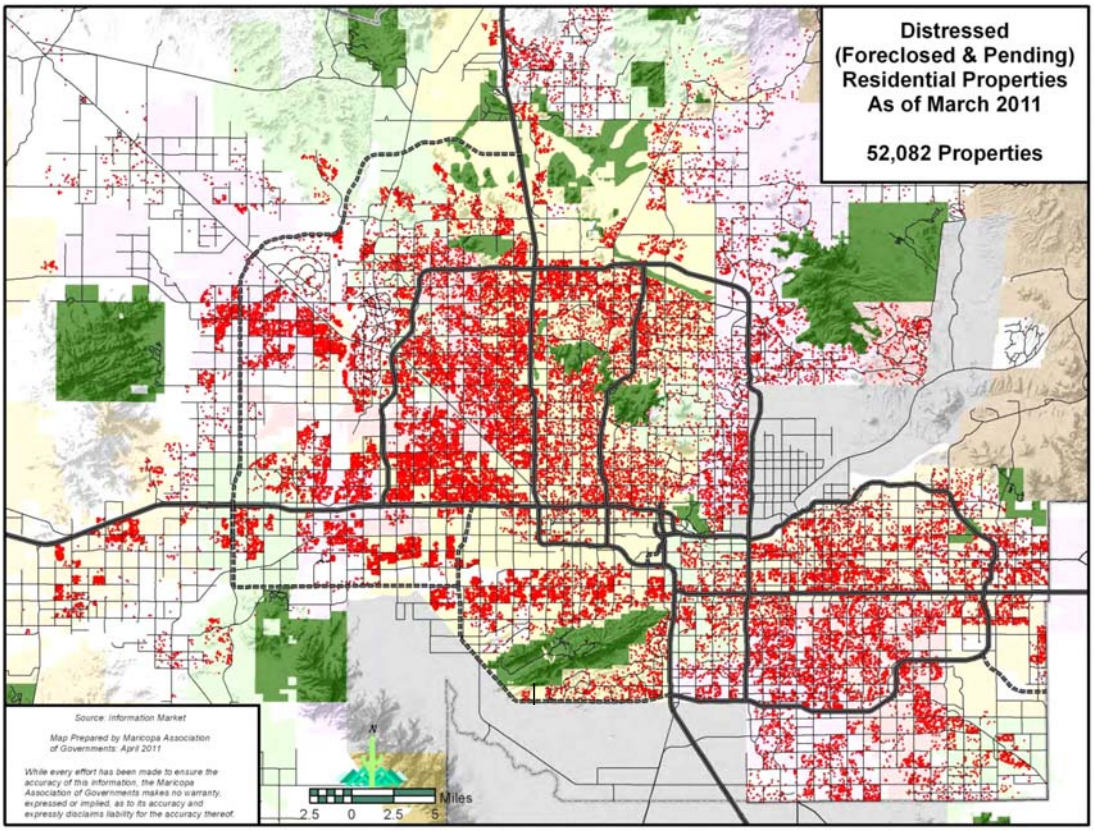
Maricopa Association of Governments
Proposal for the Brookings Metropolitan Planning Initiative
Revised June 27, 2011

Regional economic development is a significant priority for private and public sector leaders in the Phoenix metropolitan area, including the Maricopa Association of Governments' (MAG) Regional Council. The impact of the recession has brought the importance of building a healthy economy into sharp focus, as well as the need to act more collaboratively and deliberately at the metropolitan level. In partnership with business, university, governmental, and civic stakeholders, MAG's expertise, capacity, and proven track record in regional leadership offers a firm foundation for the development of a metropolitan business plan. Please accept this proposal to partner with Brookings on the Metropolitan Business Planning (MBP) Initiative.

On May 25, 2011, the MAG Regional Council voted to submit this proposal. The leadership of the MAG region stands committed to developing a metropolitan business plan, and in doing, revitalize the economy and vitality of the region. The Council's decision was supported by the MAG Economic Development Committee (EDC). The recent formation of this Committee reflects the importance of economic development to the region. While recent reports indicate the region's economy is improving, it is believed this improvement will be slow and will lag behind the rest of the country. Targeted activity to repair the economy through collaborative efforts will make this recovery more timely and robust.

We cannot afford to wait. The recession has exposed troubling challenges. For years, the core function of MAG has been to develop the transportation system needed in the region. The foreclosure map below jolted the leadership of MAG with the realization that transportation without a healthy economy is not viable.



With more than 52,000 properties facing foreclosure in March 2011, a full recovery remains too far in the future. For this reason, MAG recruited partners to develop a new regional approach in economic development . Esteemed partners like the Greater Phoenix Economic Council, the Thunderbird School of Global Management, Arizona State University, and the region's leading firms create a powerful synergy that fuels innovation.

The consensus to repair the economy is unprecedented. This is reflected in the development of new groups such as the MAG Economic Development Committee and, on a statewide basis, the Arizona Commerce Authority. The opportunity to partner with Brookings will help to harness the influence of these groups. Together, we can depart from business as usual and mark a new course toward sustainability.

The region is collectively committed to partnering with Brookings on the MBP Initiative. This includes raising the funds needed to ensure full implementation of the business plan. MAG is contributing up to $300,000 of in-kind staff support and direct funding to support consultants needed for the project. It is anticipated that our Committee members and community partners will significantly leverage this amount with their own in-kind contributions.

The region will draw from considerable experience working with state and federal policymakers to move this project forward. This region has provided leadership and has been a trusted partner in a number of national efforts. Most recently, our support of the Intermountain West collaborative has resulted in the advancement of regional goals. Our reach extends beyond the country's borders to include positive relationships with Canada and Mexico, most notably through a focus on bilateral trade through the Arizona Mexico Commission and the Canada Arizona Business Council. The designation of Interstate 11 from the Canadian border to the Mexican border through Arizona is a significant effort by MAG in fostering new economic opportunities with these two international neighbors.

This region exemplifies the national trend espoused by Brookings. The MAG metropolitan area represents eight percent of the State's land, but contributed 66 percent of the state's transaction privilege, use, and severance tax in FY 2010 and represented 60 percent of the population in 2010. These characteristics reflect the conditions that create the catalyst for developing metropolitan business plans. The success of such a plan in this region would inspire other regions to undergo a similar process. The diversity of this region, coupled with the rich opportunities and very real challenges, would offer a prime example for others to follow. In this way, Brookings' investment in this region will yield significant returns for all involved.

Existing Foundational Analysis

Although MAG is a primary facilitator because it formally brings together the local jurisdictions in the region and provides a mechanism to jointly engage with private sector interests, many other groups are contributing resources and leading relevant projects. These following resources and projects contribute to a robust foundational analysis of the region's strengths and challenges.

- AECOM Global Cities Initiative: This region was chosen as one of three areas in the world to identify solutions to promote sustainable development with a diverse economic base. The estimated value for AECOM to produce this important study was $300,000. http://globalcities.aecom.com/docs/AECOM_GlobalCities_SunCorridorFutureCorridor.pdf

- The Arizona We Want: Published by the ASU Center for the Future of Arizona, this report utilizes results from a Gallup Arizona Poll to create a citizens agenda and to provide clear direction to policy makers for the future. The report may be accessed at http://www.thearizonawewant.org/pdf/The_Arizona_We_Want.pdf.

- North America Next North American Opportunities and the Sun Corridor by the Arizona State University North American Center for Transborder Studies: This report identifies opportunities to support the growth of regionalism and economic clusters in the Sun Corridor. The report may be accessed at the following link on the MAG website: http://www.azmag.gov/Documents/pdf/cms.resource/MAG_2009-11-12_North-American-Opportunities-and-the-Sun-Corridor_31336.pdf.

Additional information from the Greater Phoenix Economic Council (GPEC) is included as an attachment. The following is a summary of the foundational analysis contributed by GPEC.

- Convening the Community Presentation: As the U.S. economy entered the worst recession since the Great Depression, Arizona confronted a difficult task of addressing the budget deficit and weak economic growth. GPEC convened business, community, educational and legislative leaders to discuss budget options and strategies for economic recovery for a series of three events. The Convening the Community presentation was a focus at the second event, which was a solution-oriented discussion attended by key business, political, educational and community leaders. The first event in the series featured budget discussion by the Governor and legislative leadership and the last event in the series was a town-hall style event broadcasted on 3TV.

- 21st Century Economy Presentation: Greater Phoenix is home to dynamic industry sectors including aerospace, healthcare and bioscience, and emerging renewable energy sector. This presentation exemplifies GPEC's effort to regularly assess industry trends and analyze the region's competitive position. The analysis was shared with GPEC communities and private-sector stakeholders, as well as political leadership.

- Industry Reports: The industry reports focus on market trends and drivers. The reports also assess region's strengths and weakness with respect to industry opportunities. The analysis follows the industry cluster framework which includes identifying industrial evolution and organization, gaps in the supply chain, and institutional development. Identification of industry assets is also part of the industry analysis.
    - Renewable energy reports focus on the region's newest industry cluster. Demand policies are analyzed specifically focusing on Renewable Portfolio Standard policy and its potential impact on industry growth.

- Aerospace and defense industries have been a cornerstone of the regional economy since 1940s. Greater Phoenix specializes in defense-related operations. The report analyzes defense spending, technologies and other industry growth drivers.
- Healthcare and bioscience are growth sectors in the region. National policies on healthcare information technology are analyzed to assess potential economic development opportunities. Healthcare assets represent region's expanding competencies in diagnostics, healthcare delivery, molecular research, and research and clinical research infrastructure.

The region's assets are well documented through these and other resources. There are many elements that position this region for success in the future. Given Brookings' guidance through the MBP Initiative, the region's full potential may be realized by building on these strengths as a foundation. The region is ripe for growth as a result of a business-friendly regulatory and tax environment. A large base of electronics, aerospace, defense, and financial companies offer a number of opportunities for the initiatives that will be identified as a result of the metropolitan business plan. A growing base of bio-tech and solar energy companies contributes additional possibilities. Given the region's favorable climate for entrepreneurs, innovative new ventures find considerable support.

The business climate is supported by valuable resources in education and infrastructure. The region benefits from diverse and high quality higher education institutions. Our local academic partners include the Thunderbird School of Global Management, an integral partner represented on the MAG Economic Development Committee and ranked number # 1 in international business schools by the Financial Times and U.S. News & World Report; as well as Arizona State University, extending the economic cluster work of our North America Next study collaboration. These academic partners help sustain a diverse, skilled labor force.

The region's well developed system of surface streets and highways is another important asset. In 2005, the Phoenix Business Journal voted the region's construction of the freeway system as the most significant story in the prior 25 years. This connection between transportation and economic development is one of the catalysts for the formation of the MAG Economic Development Committee. The Committee is exploring opportunities to leverage the region's proximity to Southern California by stimulating increased trade from the ports in Los Angeles and Long Beach through this region.

Attractive land and housing prices promote bringing trade and development opportunities to the region from California and other areas. This region is relatively free of natural events such as earthquakes, floods, fires, hurricanes, tornadoes. This is another incentive for companies to relocate to this region. Our favorable climate and beautiful natural environment offer many recreational assets that are important to employees, while our urban environment provides numerous cultural and entertainment amenities attractive to a highly skilled workforce.

Maximizing these assets will better prepare the region to overcome challenges that threaten the region's well being and economy. These challenges represent possible opportunities that could be addressed through the development of the MBP. The region would benefit from a larger corporate headquarter

base. Having more high quality job training programs would better prepare the labor force and would attract new employers. The immigration debate has not put the region in a positive light. Mitigating the controversy has drawn attention and energy away from the important task of rebuilding the economy. The focus needs to be on developing a viable strategy that will re-energize the economy.

This focus will also help to better focus the region's identity. Although our demographics are actually younger than the national average, the perception of many outside the region is that retirement communities dominate this area. This is not an accurate portrayal of our workforce and may limit development opportunities. Others not familiar with the region do not understand how a community may thrive in a desert landscape and are kept at bay by the summer's temperatures. The region will be served well by efforts to more clearly communicate the assets of the region to dispel some of the challenges that are more grounded in perception than reality.

Relevant Strategy Work

This region is well poised to fully participate in the MBP Initiative with the support of Brookings. Collaborations with leaders in the private sector, educational institutions, and the community have resulted in insightful strategy work that provides leadership and clarity of vision to the region. This work will support the efforts that will be undertaken to sharpen the region's plan for economic vitality through the MBP Initiative. The following are examples of the region's experience in this area:

- **Intermountain West Metropolitan Planning Organizations**: The leadership of eight states in the Intermountain West region is collaborating to advance regional goals. An Intermountain West summit is being planned to take place in the MAG region in January 2012. http://www.azmag.gov/archive/intermountainWeb/index.html

- **MAG Framework Studies:** Framework studies allow MAG to develop strategies for addressing complex issues. For example, the Hassayampa Framework Study provided a planning structure for land use decisions, transportation planning, and general plan development. The Central Phoenix Framework Study is developing an environmentally sustainable multimodal transportation network; determining and prioritizing capacity, operational, and safety improvements; and forming a framework for regional connections and roadways within the study area.

- **MAG Freight Study**: MAG's $500,000 investment in this study is underway and will focus on import and export opportunities and a potential inland port. This will assist the region in diversifying the housing based economy and maximize the economic benefits of freight moving through the state of Arizona and the MAG region. http://bqaz.org/freightStudy.asp

- **MAG Sustainable Transportation and Land Use Integration Study:** This study is developing a toolkit local communities can use to develop the elements and environment needed to sustain high capacity transit. The study takes a number of factors into consideration, such as the impact on economic development and housing. Please visit the following link for more information: http://www.bqaz.org/pdf/sustainable/BQAZ-STLU_2011-03-01_WorkingPaper-1_Regional-Transportation-Framework-and-Issues.pdf.

- **Moving AZ One**: The Urban Land Institute and a number of partners, including MAG, conducted two Reality Check exercises to determine strategies for growth in the region. This includes a connected centers approach. More information may be obtained from http://www.movingAZone.com/.

These GPEC materials demonstrate implementation of regional strategies to promote key economic development issues.

- **GPEC Annual Action Plan:** Approximately 140 private-sector investors, 20 communities, and Maricopa County participate in defining the Annual Action Plan for the region. Throughout the year, stakeholders collaborate on advancing key economy-building initiatives and support economic development policies to enhance region's competitiveness.

- **Sun Corridor Initiative:** In 2009, GPEC partnered with its Southern Arizona counterpart, Tucson Regional Economic Opportunity, to launch the Sun Corridor initiative. Since then, the initiative has expanded to include Yuma and Flagstaff, making Sun Corridor a state-wide collaboration to promote new investment to the state.

- **Arizona Global Network:** In collaboration with the state of Arizona and communities, GPEC designed and launched Arizona Global Network (AGN) in 2007. Analysis of foreign direct investment revealed that Arizona needed a concerted effort to attract investment from abroad. GPEC studied FDI initiatives around the country to identify key components of a successful FDI program. AGN has evolved and the state's FDI effort is led by Governor Brewer's new Arizona Commerce Authority.

- **Washington, D.C. Delegation:** This demonstrates the region's competencies in strong private-sector collaboration in leading strategic discussion and initiatives. In 2010, GPEC organized a delegation of political and business leaders on an executive mission to Washington D.C. This effort was supported by the recognition that local, state and federal leaders must coordinate and collaborate on regional economic development. The 2010 delegation included Governor Brewer, mayors and key business leaders. The second delegation of leaders returned to the nation's capitol in 2011. The success of the trips has demonstrated to regional business community the value of continued engagement with the state's federal delegation.

These activities are examples of relevant efforts at a regional scale that demonstrate the expertise and partnerships needed in preparing and implementing a successful metropolitan business plan. Our region has received national recognition and awards for planning which validates our ability to undertake a successful effort; for example, MAG is one of the few councils of governments in the country to receive the Government Finance Officers Association Distinguished Budget Presentation Award, winning this distinction 13 years in a row.

Recognizing that 80 percent of Arizona's economic engine is found in Maricopa, Pima, and Pinal Counties of the Sun Corridor, we also will engage with the broader Central Arizona Association of Governments (CAAG), a federally-designated economic development district exploring an industry cluster analysis to

determine economic growth potential throughout the megaregion. Beyond the region, we also will build on existing economic development relationships with the Arizona Mexico Commission, CANAMEX, Canadian Consulate, Canada Arizona Business Council, Arizona Department of Transportation, and the Arizona Commerce Authority.

The initial focus is on the MAG region with possible linkages to the combined Metropolitan Statistical Area of Maricopa and Pinal Counties. There are cohesive relationships that support work in this area and the two regions are committed to working together on a number of issues. For example, the two regions share the same modeling platform for transportation and population projections.

Identification of the initiatives to be pursued through the MBP may expand the scope of this work. For example, work in the aerospace field will necessarily broaden the focus to include Pima County in order to reflect the pockets of excellence that are present throughout the Sun Corridor. The MAG EDC is working with stakeholders in the aerospace industry to develop a trade association and a supply chain study. These efforts are underway now and may positively impact the work planned for the metropolitan business plan.

The structure and relationships are in place to support work in the Sun Corridor through the Joint Planning Advisory Council. MAG is one of the charter members of the Joint Planning Advisory Council (JPAC). This partnership among MAG, the Pima Association of Governments (PAG), and the Central Arizona Association of Governments (CAAG) was established through resolution of the respective planning agencies in 2009. JPAC is addressing intertwined economic development issues in a collaborative, proactive manner. As a result, JPAC stands as a ready partner if the MBP is elevated to the Sun Corridor.

Proposed Local Team Structure

A group of multidisciplinary leaders have come together to support this initiative. This includes a three-tiered forum that harnesses the best talents the region has to offer. The three tiers are represented through high level leadership advisory teams, the comprehensive representation of the MAG Economic Development Committee, and an internal team at MAG to assist with project staffing and coordination.

Leadership will be offered through two distinct advisory teams. The initial advisory team will be instrumental in developing a comprehensive overview of the region's economy. A second advisory team will be assembled with industry experts when the region's leading initiative has been identified. This second team will provide invaluable content expertise to support timely and complete implementation of the initiative. This team will meet as needed on a frequent basis to ensure the effort has the expertise and influence it needs to mature. The leadership teams will meet as needed to impart expert, high level guidance. Members of the initial advisory team are as follows. Additional members will be cultivated as the project unfolds.

*Leadership Advisory Team*

Barry Broome is at the helm of one of the longest-standing regional public-private partnerships for economic development. He is a proven leader with 20-plus years of experience in community-building

and economic development, new company creation, formation of public-private partnerships and public policy design. Broome's tenure at GPEC has led to the attraction of 120 plus companies creating more than 22,500 jobs and more than $5.8 billion in capital investment to Greater Phoenix.

In Arizona, Broome has been credited with developing economic development programs that have redefined public policy and improved statewide competitiveness. In 2009, Broome worked with the business community, public-sector leaders and state partners to orchestrate the passage of Arizona's landmark Renewable Energy Tax Incentive Program, a $350 million tax credit to stimulate renewable energy investment in Arizona. The program has already drawn eight companies to Greater Phoenix since January, resulting in more than 1,350 jobs and $153.2 million in capital investment.

Broome also designed the Arizona Global Network, a collaborative model that unites the urban and rural markets of Greater Phoenix, Tucson, Flagstaff and Yuma in attracting foreign direct investment to Arizona. GPEC's international focus has led to foreign direct investment wins for Greater Phoenix, most notably the attraction of China-based Suntech—the world's largest producer of solar panels. Suntech is the first Chinese renewable leader to bring manufacturing jobs to the U.S., and this expansion marks the company's first-ever U.S. manufacturing investment.

Prior to GPEC, Broome was shaping the economy of Kalamazoo, Michigan through a university, life science and venture capital strategy. Broome founded Southwest Michigan First from a small metal desk at the regional Chamber of Commerce, with a $150,000 operating budget and a $1.7 million shortfall. Five years later, Broome had raised $55 million and earned the organization recognition as a Top 20 economic development agency in the country. Also honored as Michigan's Economic Developer of the Year, Broome built the Southwest Michigan Innovation Center, launching 14 life science start-ups and 23 new ventures.

Broome serves on several boards and commissions, including the City of Phoenix Commission on the Economy; Arizona State University Economic Council; ASU Technopolis Advisory Board; Arizona Association for Economic Development and Salt River Devco. He was the conference chair for the International Economic Development Council's 2008 annual conference and chaired the economic development subcommittee for the City of Phoenix 2006 bond program. He is also an invited guest lecturer at Arizona State University, University of Arizona, Kalamazoo College, Western Michigan University, University of Chicago and the University of Notre Dame.

Dr. Joseph Cavinato is the Institute for Supply Management (ISM) Professor of Supply Chain Management at Thunderbird. He leads the Global Supply Chain Leadership emphasis at the main campus and course programs at its worldwide locations. Formerly, Dr. Cavinato was Senior Vice President of the Institute for Supply Management, Tempe, AZ and for 21 years was Professor of Business Logistics at Pennsylvania State University. Prior experience included 15 years working in industry.

Dr. Cavinato has engaged in a worldwide personal interview research endeavor since the 1990s, seeking leading supply chain, competing, business model, and transformation practices. To date, this includes more than 897 companies and organizations in more than 80 countries involving more than 6,000 interviews. The primary focus of this research is to identify business and organizational issues and

opportunities to target over the next two to four years. He is active in research and speaking engagements relating to supply chains, procurement/supply, global competition, and aligning competitive business models and value chains. He has worked with and made presentations in companies and organizations in more than 60 companies on six continents. His service includes the boards of two corporations (U.S. and Mexico) and one nongovernmental organization (South Africa).

Dr. Cavinato is an author or co-author of eleven books, including co-editor of *The Supply Management Handbook*, 7th edition, McGraw-Hill, (2006). He is a frequently invited contributor to more than a dozen field magazines in North America, Europe, and Asia with more than 200 articles in the broad applications of supply chains. He is widely published in supply chain academic journals and has researched and written more than 190 business cases in the field.

Dr. Cavinato holds a Ph.D. in Business Logistics from Pennsylvania State University and an MBA and BSBA from The American University.

Grady Gammage, Jr. is a part time academic, a practicing lawyer, an author, a real estate developer, and a former elected official. In his academic role, Mr. Gammage is a Senior Fellow at ASU's Morrison Institute. His work there focuses on urban growth and development, quality of life, and local economic issues. He also teaches at the College of Law and at the College of Architecture and Environmental Design. As a lawyer, he has represented real estate projects ranging from master planned communities to sprawling subdivisions to high rise buildings and intense urban mixed use redevelopment. He served on the Central Arizona Project Board of Directors for 12 years, and was Board President during a period of turbulence when the CAP was suing the Federal Government over the cost of the canal. As a real estate developer, he built an intense, urban mixed use project in the City of Tempe which won three architectural awards and has been widely acclaimed. Mr. Gammage is the author of the book "*Phoenix in Perspective"* and numerous articles on land use and growth issues.

Mr. Todd Hardy, Associate Vice President of Economic Affairs in the Office of Knowledge Enterprise Development, leads Arizona State University's efforts to create collaborative alliances with private industry in local, state, and national markets that advance state wide economic development and promote innovative applications of sponsored research. In that role, he is responsible for engaging the expertise of ASU faculty and the resources of ASU, in the pursuit of solutions to challenges faced by commercial partners in select industries. His work also involves active representation of the University in economic policy matters and multi-party economic development projects throughout the state.

Prior to joining ASU, Hardy was President of g inc., a strategic business planning firm focused on sustainable real estate development technologies and projects. Earlier in his career, Hardy was the Executive Director of Digital Knowledge Ventures, the new media entrepreneurial unit of Columbia University. There, he had executive management responsibility for the development of partner collaborations, licensing of content-based intellectual property, and creation of digital content for a variety of external audiences.

Throughout his career, including more than twenty-five years as corporate counsel to Fortune 500 and NASDAQ firms and co-founder of a number of startup and early stage enterprises, he has been a leader

in the formation and operation of innovative enterprises based in a variety of new technologies in telecommunications and renewable energy markets.

In addition, Hardy serves on boards and committees that are focused on community services and the economic development in the Phoenix marketplace, including the Board of Directors of the Greater Phoenix Economic Council, the Scottsdale Training and Rehabilitation Services, and the Southwest Autism Research & Resource Center.

Hardy received a Bachelor of Science in Industrial Engineering from Purdue University; a Juris Doctorate from the Washington College of Law at American University; and a Master of Science in Real Estate Development from Columbia University in the City of New York.

Dr. Kannan Ramaswamy, is the William D. Hacker Chair Professor of Management in the Department of Global Business at Thunderbird School of Global Management. He is world-renowned for his expertise on global strategy, emerging markets – including India and South Asia, the energy sector, corporate governance, mergers and acquisitions and global management. A native of India who is now a U.S. citizen, Dr. Ramaswamy has consulted for several U.S. and European multinationals. He is an award-winning executive educator whose teaching and research interests span emerging market multinationals, business groups and corporate diversification, mergers and acquisitions, privatization, and joint ventures.

In addition to teaching in Thunderbird's full-time programs, Dr. Ramaswamy teaches extensively in the school's Corporate Learning programs. He has participated in programs with multinational companies including American Express, EDS Corp. (now part of Hewlett-Packard Co.), Dow Chemical, General Motors, Mattel, Brasil Telecom, Delta Air Lines, Astellas Pharmaceutical (Japan), LG Electronics (Korea), Ericsson, Motorola, ExxonMobil, Baker Hughes, ONGC (India), Integra (Russia), and SK Corp. (Korea). Dr. Ramaswamy also directs several Thunderbird programs including the program on Globalization: Merging Strategy with Action that deals with global strategy issues, and the Advanced Management Program for Oil and Gas Industry Executives dealing with contemporary issues in oil and gas.

Dr. Ramaswamy's research – which has appeared in distinguished journals including Strategic Management Journal, Journal of International Business Studies, Academy of Management Journal, Management International Review, Journal of Management and Journal of Business Research – focuses on a broad range of topics: challenges facing emerging market multinationals, the performance impact of corporate diversification; competitive consequences of privatization; the role of strategic fit in mergers and acquisitions; and equity vs. operational-control issues in joint ventures. Much of his recent research in these areas has centered on emerging markets. Dr. Ramaswamy's work has been featured among the best papers at these prestigious national meetings eight times; his work was chosen "best paper" twice at the Academy of Management national meetings. As a faculty member at the academic institutions he has served, Dr. Ramaswamy has won numerous awards for research excellence.

A member of the Board of Reviewers of the Journal of International Business Studies and the editorial board of the Journal of International Management, and the Asia Pacific Journal of Management, Dr. Ramaswamy has also served as guest editor of a special issue of the Journal of Operations Management

on "knowledge offshoring." With Thunderbird professor Andrew Inkpen, Dr. Ramaswamy co-authored the book Global Strategy: Creating and Sustaining Advantage across Borders published by the Oxford University Press. Dr. Ramaswamy earned a Ph.D. in strategic management from Virginia Tech; an MBA from the University of Madras in India; and a BS in physics from the University of Madras.

Ms. Julia Rosen, Associate Vice President of Innovation + Entrepreneurship at Arizona State University, Rosen leads the development and visioning of ASU's innovation and entrepreneurial strategies and activities, including the direction and advancement of SkySong, the ASU Scottsdale Innovation Center, an international business portal that includes over 60 companies from 11 countries. She oversees a number of university-wide initiatives including the SkySong Education Innovation Network (building a physical and intellectual hub of education innovation), the Venture Catalyst (global, US, faculty and student entrepreneurship), Edson Student Entrepreneur Initiative (student ventures) and the Sun Devil Entrepreneurship Network (student-community connections).

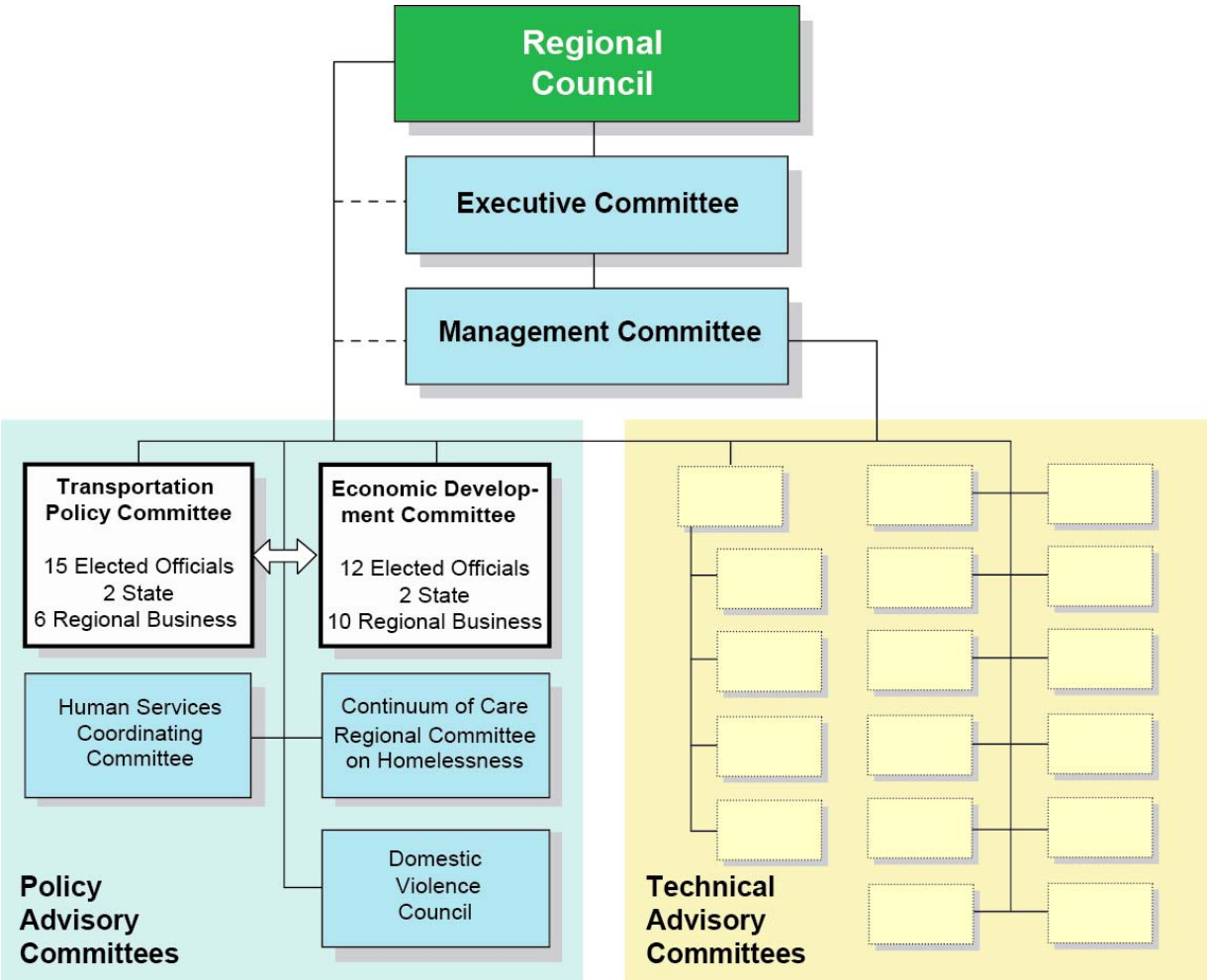
Rosen previously was Manager of Business Development for ASU's technology transfer office, where she launched several new technology transfer initiatives. Rosen also organized a coalition of 75 education institutions and other organizations that was funded by a multi-million dollar National Science Foundation (NSF) grand to increase minority student achievement in STEM across the US Southwest.

Prior to ASU, Rosen led business development efforts for an Arizona-based venture capital firm and directed the technology-based economic development practice of the City of Tempe, Arizona.

Fluent in Spanish and Portuguese, Rosen holds a Master of International Management from the Thunderbird School of Global Management, and a Master of Business Administration from the W. P. Carey School of Business at Arizona State University. She earned a Bachelor of Arts in Political Science from the University of California at Santa Barbara, where she graduated Phi Beta Kappa. She is a member of the Arizona Community Foundation, Phoenix Committee on Foreign Relations and the Greater Phoenix Economic Council.

*MAG Economic Development Committee*

On an ongoing basis, the MAG Economic Development Committee will provide guidance to the project. This Committee was recently established to enhance the region's economic competitiveness. Public and private sector leadership comprise the EDC. This 24 member Committee includes 12 elected officials and the region's foremost stakeholders in economic development. Please visit the following link: http://www.azmag.gov/Committees/Committee.asp?CMSID=3577. The organizational chart below depicts the relationship of the EDC to the MAG Transportation Policy Committee and the MAG Regional Council.




The following members of the MAG Economic Development Committee offer rich experience and insights that will be integral to the development of the metropolitan business plan.

Mr. Steve Betts is the recently retired President and CEO of SunCor Development Company, a subsidiary of the Pinnacle West Capital Corporation, and developer of master planned communities throughout the Mountainwest and large-scale office, industrial, retail and mixed use urban projects in metropolitan Phoenix.

During his five-year tenure leading SunCor, the company experienced unprecedented growth, and Betts was named Developer of the Year by the Arizona Chapter of the National Association of Industrial and Office Park Developers as well as a Most Admired CEO by the Phoenix Business Journal, and his company was awarded Developer of the Year by *Southwest Contractor Magazine*.

Prior to taking the helm of SunCor, Betts was a prominent land use and governmental affairs attorney for almost two decades, heading the practice groups of first Streich, Lang P.A., and later Gallagher and

Kennedy. He was the architect and/or champion for landmark Arizona land use legislation such as the Growing Smarter Acts and the Arizona Preserve Initiative, and key economic development legislation such as the Tourism and Sports Authority Act, the Community Facilities District Act and the Military Airport Authority Act. For his work he was recognized with a Governor's Proclamation, and with two Planning Recognition Awards from the Arizona Planning Association.

Mr. Betts is currently the Chairman of the Urban Land Institute-Arizona District Council, Chairman of the Teach for America (TFA) Phoenix Board and a member of the TFA National Council, on the Executive Committee of the Greater Phoenix Economic Council, Vice-Chair of the Arizona Town Hall, Chairman of the Interstate 11 Coalition, and Senior Advisor and Deputy Campaign Manager for Senator McCain's campaign committee. He has served as the Chairman of Valley Partnership, as a member of Greater Phoenix Leadership, as Honorary Base Commander of Luke Air Force Base and a member of the Growing Smarter Commission.

He received his law degree with honors from DePaul University in Chicago, Illinois, and a B.A. with honors from Augustana College in Rock Island, Illinois.

**Dr. Joseph Cavinato** is the Institute for Supply Management (ISM) Professor of Supply Chain Management at Thunderbird. He leads the Global Supply Chain Leadership emphasis at the main campus and course programs at its worldwide locations. Formerly, Dr. Cavinato was Senior Vice President of the Institute for Supply Management, Tempe, AZ and for 21 years was Professor of Business Logistics at Pennsylvania State University. Prior experience included 15 years working in industry.

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Dr. Cavinato holds a Ph.D. in Business Logistics from Pennsylvania State University and an MBA and BSBA from The American University.

**Mr. Mark Dreher** is a founding partner at Wallace, Plese + Dreher, LLP with more than thirty years of

public accounting experience. His emphasis is on consulting for strategic capital transactions and assurance services for manufacturing, distribution, franchise, and rental and leasing companies.

Dreher has worked with Arizona-based businesses coordinating their business strategy, financing, planning and financial reporting matters. He also served roles in the health care industry, including chief financial officer. Many client relationships extend over 20 years and are built upon the thorough understanding of the businesses operations and ownership objectives. A solid background in income tax planning allows for coordination of financial and tax objectives of client business.

Dreher is a graduate of the University of Michigan. He is member of both the American Institute and Arizona Society of Certified Public Accountants. He currently serves as the chairman of the East Valley Partnership and is working with the organization to develop and bring capital and business into Arizona and the East Valley.

Mr. Tom Franz is the President and CEO for Greater Phoenix Leadership, a group of civic and business leaders formerly known as the Phoenix 40. Recently Tom retired from Intel as the Vice President and General Manager for Intel Corporation's Fab/Sort Manufacturing (FSM). FSM is responsible for Intel's worldwide wafer fabrication facilities, which manufacture microprocessors, micro controllers, flash memories, chipsets, and other devices.

Previously, Franz was vice president and general manager of Intel's Communications Infrastructure Group (CIG). CIG provides silicon, software, and sub-system solutions. Franz was also vice president and general manager of the Network Processing Group, which is responsible for delivering processing elements for the communications infrastructure.

Franz joined Intel in 1980 and has held multiple positions within several divisions in Santa Clara and Folsom, California and Chandler, Arizona during his 25+ year career. Franz was promoted to vice president in 1997 and served as Vice President and General Manager of the Applied Computing Products Division. In 1999, he was promoted to corporate officer and formed the Network Processor Group (NPG).

Franz graduated from Cornell University in 1980 with a bachelor's degree in electrical engineering. He is a native of Pennsylvania and now resides in Arizona. He is actively involved in many community events and local initiatives.

Mayor Hugh Hallman was first elected by City of Tempe voters in March 2004 and was overwhelmingly reelected in 2008. Hallman also served on the Tempe City Council from 1998 to 2002.

Hallman has a degree from the University of Chicago's law school and bachelor's degrees in economics and political science from Claremont Men's College.

Hallman currently serves as headmaster at Tempe Preparatory Academy, a public school serving grades 6 through 12; he assumed this position in 2009. He also is a business law attorney, specializing in

domestic and international finance and taxation.

As an economist, Hallman has worked with many of the country's top financial experts at Stanford University, Harvard, MIT, and the University of Chicago in analyzing markets and competition in various industries.

As a professor, Hallman has taught business law and economics at East Kazakhstan State University, and he has lectured on agribusiness policy at Arizona State University and the Kazakh-American Free University, which he helped found in 1994. He has written various texts and books, including "How to Do Business in Kazakhstan," published in 1999, with a second edition published in 2004.

As a community volunteer, Hallman has devoted time to local charities like East Valley Habitat for Humanity, Assistance for Independent Living and Tempe Community Action Agency. He also served as chairman on the Tempe Aviation Commission.

Mr. Jim Kenny is the president of El Dorado Holdings, Inc, a land investment and development company of properties mainly in the greater Phoenix metropolitan area. He manages more than $300 million of active real estate investments, including residential, office, retail, and industrial, and income producing properties such as multi-family and single family detached housing. Under his direction, El Dorado's team works with equity investors, municipal, county, federal and state government representatives, and other groups to acquire, zone, plan, engineer, and develop properties for end users. Prior to joining El Dorado, Kenny served as a division president for Richmond American Homes, and also practiced law with a focus on real estate transactions, insurance coverage and defense litigation, and general business activities.

Mr. Kenny has been actively involved in GPEC for several years, and currently serves on its board of directors. He chairs GPEC's Community Building Consortium. Through El Dorado Holdings, Kenny is a member of Valley Partnership, Pinal Partnership, Urban Land Institute, and other professional and charitable organizations. A graduate of Holy Cross College, Kenny is the President of the Holy Cross Club of Arizona, and a past board member of the Holy Cross General Alumni Association. In his free time, Kenny also coaches youth tennis.

Mayor W. J. "Jim" Lane served for four years on the Scottsdale City Council beginning in June 2004, and began his first term as Mayor in January 2009.

Mayor Lane served on the 2002 Scottsdale Fire and Emergency Medical Services (EMS) Advisory Committee, which was convened to evaluate and make recommendations to the city regarding the desired level of fire and emergency medical services relative to cost.

His community service also includes six years on the Scottsdale Paradise Valley YMCA Board of Management. He chaired the 1999 Kids Campaign annual fundraising effort.

Mayor Lane currently represents the city as a member of the Flinn Foundation Arizona Bioscience Roadmap Steering Committee. He is the immediate past president and a member of the Arizona

Municipal Water Users Association, a member of the Executive Committee of the League of Arizona Cities and Towns, and a member of the Maricopa Association of Governments Executive Committee, Regional Council, Transportation Policy Committee, and Economic Development Committee. Mayor Lane also serves on the Scottsdale Leadership Advisory Board.

He came to Scottsdale from New Jersey in 1973 to take a position with KPMG (Peat Marwick), an international CPA firm. He worked as an active CPA for 20 with five of those years in public accounting as a financial statement auditor.

Mayor Lane has owned and operated businesses in construction, mining, computer technology, telecommunications and regional aviation. He currently owns the financial consulting company of Chatham Hill Group, LLC. Mayor Lane is also an Adjunct Professor of Business and Accounting at Scottsdale Community College.

Mayor Michael LeVault became the Town of Youngtown's 39th mayor on January 2, 2007. He worked first as an intern with the Department of Local Government Affairs for the State of Illinois in 1973. In 1974, he was a local government liaison in the Department of Business and Economic Development for Illinois. For three years, 1974 to 1977, LeVault was a personnel officer in the Illinois governor's office.

Mayor LeVault left state government to work first as a sales representative, then as Executive Vice President and sales manager for Financial Insurance Service, Inc. from 1978 to 1990. He served as President and CEO of Financial Insurance Agency, Inc., from 1991 to 1994.

From 1994 to 1997, he went into business for himself as owner and operator of Mississippi Delta Micro Brewery & Restaurant Inc. He became a division sales representative for Verizon, where he was employed from 1998 to 2004. In 2004, he became a realtor.

Mayor LeVault was raised in Illinois and graduated with a Bachelor of Arts degree from Southern Illinois University where he majored in political science with a minor in public relations. Michael LeVault is married to Kathryn J. French, Ph.D.

His community service includes Home Owners Association President and Board Member of Agua Fria Ranch, seniors ministry, prison ministry, ministry for the homeless and hungry, and remedial reading program for disadvantaged children.

Mayor John Lewis was elected as Mayor of Gilbert in May 2009. Prior community involvement included serving as Co-Chairman of the Town's Diversity Task Force, Organizer of Community Interfaith activities, and Founder of Gilbert's first "Constitution Week."

He has 28 years of private sector business experience, including 18 years with Apollo Group (parent company to the University of Phoenix), nine years with Ernst & Young (International Accounting Firm), and one year in a staff position with U.S. Senator Jake Garn. Assignments have included information technology management, leadership development, and management consulting.

Mayor Lewis earned a Masters degree in Business Administration from the University of Houston and a Bachelor degree of Science in Finance from Brigham Young University.

**Mr. John McGee** currently serves as Executive Director for Planning and Policy for the Arizona Department of Transportation. As such, he is responsible for all transportation planning and Public/Private Partnership activities within the Department. He also serves as the primary liaison between the Department and the State Transportation Board, and assists the Director in various policy matters.

From May 1999 through November 2008, Mr. McGee served as ADOT's Chief Financial Officer, where he had oversight responsibility for the financial management of the State Transportation Board's capital and financing programs, as well as responsibility for all accounting and financial activities of the Department.

In 1988, Mr. McGee was appointed to the position of Special Assistant for Strategic Management for ADOT, where he was responsible for all budgeting, fiscal planning, risk management and bonding activities.

Prior to joining ADOT, Mr. McGee spent sixteen years serving in various financial and managerial capacities for one of Arizona's largest development companies, Del Webb Communities. Major positions held by McGee included Vice-President and Controller, and Senior Vice-President and Assistant General Manager for Sun City West.

Mr. McGee's educational background includes a Bachelor of Science Degree in Accounting from Brigham Young University and a Master of Business Administration Degree from Arizona State University.

He has held membership in the Government Finance Officers Association (GFOA), Public Risk Management Association (PRIMA) and has served on the Financial Management Subcommittee of the American Association of State Highway and Transportation Officials (AASHTO).

**Mayor Jackie Meck** was elected to a four-year term as Buckeye Mayor in May 2008. A Buckeye native, Mayor Meck has served previously as Town Mayor from 1973 to 1975 and as a member of the town council from 1968 to 1975 and from 2002 to 2006.

Mayor Meck is the retired General Manager of the Buckeye Water Conservation and Drainage District. Mayor Meck currently serves on the Board of Directors for Maricopa Association of Government (MAG), on the Maricopa Association of Government (MAG) Transportation Policy Committee and is on the Board of Trustees for West Valley Hospital. Mayor Meck has also served on the Board of Directors of the Greater Phoenix Economic Council, WESTMARC, and Valley Metro RPTA. Mayor Meck is a past President of the Buckeye Valley Chamber of Commerce and is a member of the Gila River's El Rio Restoration Project Executive Committee.

Mayor Meck is a past Chairman of the town's Pioneer Days Celebration, and is a member of the Buckeye Elks and Lions Clubs, the Buckeye Valley Museum, the West Valley Fine Arts, the Phoenix Art Museum

and Heard Museum.

**Ms. Mary E. Peters** served as U.S. Secretary of Transportation from 2006 – 2009. In that role she led efforts to substantially improve transportation safety, to improve the performance of the nation's transportation system, and develop new policy and funding sources to support America's transportation system into the 21st Century.

Prior to serving as U.S. Secretary of Transportation, Ms. Peters was a Senior Vice President and National Director for Transportation Policy and Consulting for HDR, Inc. From 2001 – 2005 Ms. Peters served as the Federal Highway Administrator for the U.S. Department of Transportation. Ms. Peters served as the Arizona Department of Transportation Director prior to becoming Federal Highway Administrator. She is currently the Principal of Mary Peters Consulting Group, LLC, an organization dedicated to finding new and better ways to address America's infrastructure requirements.

**Mayor Marie Lopez Rogers** was elected as the 19th Mayor of Avondale, Arizona, and the City's first Latina Mayor on January 1, 2006. Before being elected Mayor, she served as Council Member and Vice Mayor for 14 years. Mayor Lopez Rogers grew up working side-by-side with her parents in the small migrant labor camps around the city. Today, she is guiding the transformation of this once tiny community into one of the nation's fastest growing municipalities that is directly engaged in the region's economic, social, and cultural vitality.

Mayor Lopez Rogers has been a long-term member of the National League of Cities (NLC) and has served in various leadership roles. Mayor Lopez Rogers was selected by U.S. Secretary of Homeland Security and former Governor of Arizona, Janet Napolitano, to serve on the following committees: Governor's Military Affairs Commission, Governor's Arizona Rides Council, and the Governor's Statewide Youth Development Task Force.

Mayor Lopez Rogers was appointed to serve on the Attorney General's Latino Community Justice Council. She is a founding member and current President of the Hispanic Leadership Forum, providing academic opportunities for rising Hispanic leaders in the community. In September 2009, she received one of the highest awards in the state from the Latino community when she was presented the Valle Del Sol's Profiles of Success Special Recognition for her advocacy, leadership and years of service to her community, emphasizing the integration of the Hispanic community in all West Valley communities. In October 2010, Mayor Lopez Rogers received the Jacque Steiner Public Leadership Award for Children from the Children's Action Alliance.

On June 1, 2009, Mayor Lopez Rogers was appointed to serve as the Chair of the MAG Transportation Policy Committee. She also serves on the MAG Executive Committee and MAG Regional Council. She is currently a member of the League of Arizona Cities & Towns' Executive Committee, where she has received a Distinguished Service Award and served as the Arizona Women in Municipal Government, Ex-Officio President.

Her city of Avondale is home to Phoenix International Raceway, which hosts two major NASCAR races a year and reaps huge economic benefit for the state.

Mr. Jim Rounds is Senior Vice President and Senior Economist with Elliott D. Pollack and Company. Rounds specializes in preparing economic analyses for both public and private sector organizations, including economic overviews related to the national and state economies. Rounds has extensive expertise in matters of economics, finance, rural and urban economic development, public policy, taxation, real estate analysis, and litigation.

Mr. Rounds has written and co-authored a number of economic articles on the state of the local and national economies. In addition to opining on the state of the economy through written format, Rounds has delivered hundreds of presentations to national organizations, private companies, local civic organizations, universities, and legislative committees. Jim has been quoted in the local print media, nationally recognized newspapers and websites, and provides commentary on local radio and television programs.

Prior to his employment with Elliott D. Pollack and Company, Rounds served as a Senior Economist and Senior Budget Analyst with the Arizona Joint Legislative Budget Committee, the budget and economic analysis arm of the Arizona Legislature. As an employee of the Arizona Legislature, Rounds was responsible for analyzing and forecasting a variety of state taxes. In addition to his tax analysis duties, Rounds was responsible for analyzing dozens of state agency budgets.

Mr. Rounds has a Bachelor of Science degree and a Master of Science degree in Economics from Arizona State University.

Mr. Todd Sanders became the president and CEO of the Greater Phoenix Chamber of Commerce (GPEC) in May 2009 after more than three years as the GPCC's Vice President of Public Affairs and Economic Development. In that role, Sanders worked on behalf of the business community on important issues such as immigration reform, tax policy and health care. He oversees a staff of 30 and works with the Board of Directors to develop and implement long-range goals and strategy for the state's oldest and largest business organization.

Throughout his career, Sanders has worked to improve his community and has championed the interests of business. During seven sessions as a policy analyst in the Arizona House of Representatives, Sanders developed considerable political experience though his work in the areas of energy law, municipal policy and trust land reform. His previous experience includes serving as campaign chairman for the Coconino County Attorney and contract work for British Petroleum.

A native of Bogota, Colombia, Sanders came to the United States as a boy and went on to earn a Bachelor of Science degree in Political Science from Northern Arizona University. The bilingual Sanders also serves on the Board of Directors for the Arizona Mexico Commission, which works to promote cooperation with Mexico and Latin America through advocacy, trade, networking and information.

Mayor Tom Schoaf, elected Mayor of Litchfield Park in 2006, has been involved in a variety of business endeavors, both local and international, that have taken him around the world from Singapore to Germany. Even with a busy schedule, he remained active in various community groups including the Litchfield Park Youth Association, Little League and American Youth Soccer Organization (AYSO) soccer. He served on the Litchfield Elementary Governing Board and the original Litchfield Park City Council.

Today, in addition to serving as the Mayor, he is Chairman of the Maricopa Association of Governments, Trustee of the West Valley Hospital, and serves on the Westside Advisory Board of Phoenix Children's Hospital. A dual graduate of the University of Notre Dame, Schoaf has a Bachelor of Science degree in Metallurgical Engineering, cum laude, and a Juris Doctor, summa cum laude. He is licensed to practice law in both Indiana and Arizona and currently has his law office in Litchfield Park.

Mayor Jay Schlum was and still remains very active in the Fountain Hills community. He served as the Fountain Hills Planning and Zoning Commissioner for four years. For a year, he was the Parent Teacher Organization (PTO) vice president of the Four Peaks Elementary School. He has also served on the advisory committee for the Boys and Girls Club of Fountain Hills. As an avid supporter of the theater, Mayor Schlum has both volunteered in Community Theater and performed in various productions, including *Li'l Abner*. He currently coaches with the Fountain Hills Little League.

Since his parents moved from Michigan, 27 years ago, Mayor Schlum has called Fountain Hills home. At that time there was no nearby high schools, so he attended Coronado High School in Scottsdale. After graduation he attended Northern Arizona University. He then studied Business Management and Public Speaking at the University in Flagstaff.

Mr. Jeff Simmons is a shareholder and the Chair of the firm's Transportation Practice Group. He practices in the areas of transportation, commercial litigation and tort defense. *AZ Business* magazine named him to the 2009 and 2010 "Top Lawyers List" for commercial litigation. Jeff was selected by his peers for inclusion in *The Best Lawyers in America® 2011* in the field of Transportation Law.

Mr. Simmons' transportation practice is devoted to representing motor, rail, air and ocean carriers, brokers and intermediaries. He handles freight loss and damage claims and the collection of tariff and transportation charges. Simmons also negotiates and drafts transportation contracts and advises clients on regulatory issues. In addition, Simmons represents carriers in truck accident litigation. He is a past Chairman of the Conference of Freight Counsel (a national association of attorneys primarily representing air, motor, ocean and railroad carriers in transportation matters) and is an active member of the Transportation Lawyers Association and Trucking Industry Defense Association. With two decades of experience in this sector, Simmons has been named in the 2011 edition of *The Best Lawyers in America®* in the field of Transportation Law.

Mayor Scott Smith was elected Mayor of Mesa in May of 2008 in his first try at an elected office.

The Mayor's private sector experience as a business consultant and homebuilder has allowed him to

usher in a new era of decisive leadership and civic engagement. Immediately after his election, he moved quickly to cut in half the size of a bond package that had been proposed by his predecessors. Fiscally conservative Mesa voters approved the reduced package by a 2 to 1 margin. In approving the bonds, voters also implemented the first property tax in Mesa in more than 40 years.

Next, faced with initial signs of the looming economic downturn, Smith restructured city departments and operations and cut more than $65 million from Mesa's operating budget. While these cuts were deep, swift action enabled Mesa to handle the fiscal downturn in a more orderly fashion with fewer disruptions than neighboring cities.

After stabilizing the city's financial situation, Smith turned his attention to economic development. He sealed a deal with Gaylord Entertainment for Arizona's largest hotel and convention center. In November 2010, he led a successful effort for Mesa to build a new spring training facility for the Chicago Cubs. Both projects were overwhelming approved by voters.

The Arizona Republic named Mayor Smith the city's "MVP", stating that, "Smith is restoring Mesa to its rightful place as a regional leader. Despite a monumental budget shortfall, Smith has challenged city employees to find innovative ways to provide service, with promising results. He has strengthened ties with several cities and has gained the confidence of many skeptical residents. The change is so marked that we shudder to think what shape the city would be in without him at the helm."

Mayor Smith earned a degree in Accounting from Brigham Young University, and a Masters degree in Business Administration and Juris Doctorate degree from Arizona State University.

Ms. Sandra Watson works to ensure that the needs of Arizona's emerging technology and life sciences industries are being met in Arizona. Her office at the Arizona Department of Commerce is dedicated to providing assistance and resources to accelerate the growth of innovation, technology and entrepreneurship throughout the state.

Ms. Watson has enjoyed incredible success at the Arizona Department of Commerce. She has served as Innovation and Technology Development Director, as well as the Business Development Director. Ms. Watson endeavors to lead efforts that support innovation and technology development throughout the state. Previously she led marketing and site location efforts required to diversify and expand Arizona's employment base.

Under Ms. Watson's leadership, the Business Development Team assisted approximately 230 companies relocating or expanding in Arizona, thus creating over 50,000 jobs in the state from the period of July 1998 – April 2002.

Ms. Watson has an Honors Bachelor of Commerce Degree and has completed the Global Leadership Certificate Program at Thunderbird International Graduate School. Watson has been designated an Economic Development Finance Professional by the National Development Council.

Ms. Watson is a member of several economic development organizations including: Ex – Officio Board Member for the Arizona Technology Council, Southern Arizona Tech Council, Center for Innovation, Arizona MEP and the National State Science & Technology Institute.

Ms. Candace Hunter Wiest finds that bamking has been at the center of her life for as long as she can remember. Providing the needed capital for American business to grow has been a central theme of the banker's noted career. "I believe in the free enterprise system," says Wiest. "It takes a lot of hard work to build a business and success is often based in partnerships." The notion and commitment to working with business is at the core of Wiest's approach to banking and her leadership of West Valley National Bank.

As CEO and President of the only locally owned bank west of I-17, Wiest is at the epicenter of change. "Many of our shareholders and directors of West Valley National Bank are legacy Arizonans," she notes. "In fact, some of our investors are fourth and fifth generation Arizona families who were true Western pioneers." It is this sense of history that guides her organization's lending practices and support of the tremendous growth opportunity found in the West Valley. "In the spirit of the pioneers who settled this part of the state, we are lenders from Arizona making loans in Arizona."

Known for her outspoken views, quick delivery and deep knowledge of the banking industry, Wiest is a popular public speaker. Her personal story and journey to the top of her field is a lesson in perseverance and determination. Not one to rest on her laurels, Wiest demonstrates a passion for community leadership that extends beyond the financial sector. She has deep roots in civic development, health care, education and family issues. With a visionary view, Wiest says, "the future of Arizona is largely dependent upon the success of the West Valley. We are determined to be a vital part of this prosperity."

With the explosive growth and opportunity found in the West Valley of metro Phoenix, Wiest came to Arizona to organize West Valley National Bank. She oversaw the federal charter process, funding and launch of the institution in March 2006. West Valley National Bank is one of the most well-capitalized and liquid banks in the state of Arizona. With assets totaling $39,000,000, Wiest and her team at West Valley National Bank are at the forefront of sound growth in Arizona.

Wiest holds the honor of being the first woman banker ever elected Class A Director of the Federal Reserve Bank of San Francisco (FRBSF). She was elected to a three-year term in 2003 and was subsequently re-elected for a second term on 2006. She has served on the FRBSF Audit Committee from 2003 to 2006. Wiest served on the Federal Reserve Bank Performance Committee and chaired the Public Information Committee, retiring in 2009. The 12th District is the largest bank in the federal Reserve, serving 20 percent of the U.S. population.

Wiest served as President of Inland Empire National Bank from 1993 to 2006. Wiest took the helm of the struggling bank, which had posted a previous $2.7 million operating loss. During her tenure, Wiest aggressively moved the under-performing bank into a profitable position while taking a major leadership role in regional development. Wiest righted the ship and steered the bank into one of California's most

successful and well-respected community banks, which changed its name to First National Bank of Southern California in 2007.

Maricopa County District 5 **Supervisor Mary Rose Garrido Wilcox**, District 5 Maricopa County Supervisor, has played a major role in Maricopa County Government, embracing its diversity as an organization. Born in Superior, deep in the mining country of Arizona and a fourth generation native from a pioneer Mexican-American family, Wilcox is the first Hispanic women to serve on both the Phoenix City County and the Maricopa County Board of Supervisors. She is serving her fourth four-year term on the Board in Maricopa County – named the "best run county" by Governing Magazine and Syracuse University.

Supervisor Wilcox has devoted her career to public service, championing the first Civil Rights Day in Maricopa County. She has been at the forefront in the push for comprehensive immigration reform. She serves on the National Association of Counties Immigration Task Force, the Arizona Mexico Commission and is chairman of the Sports Youth Exchange Subcommittee. She has created numerous programs to strengthen families and communities, including leading the county's efforts to create a homeless campus to centralize services for the homeless in downtown Phoenix. Along with her husband, Earl Wilcox, she coordinates a tremendously popular annual Late Night Basketball tournament designed to keep kids off the streets.

Some of the highlights of Wilcox's career include revitalizing downtown Phoenix through both county work and efforts as a member of the City Council. Wilcox cast the deciding votes in favor of funding for the America West Arena and Chase Field Ballpark. She was one of the originating members of the "fight back movement" for neighborhoods and was instrumental in the development and revitalization of the South Phoenix and Laveen communities.

Wilcox has always been a fighter for her beliefs. She is a fearless, indefatigable advocate for her constituents, particularly those who have very little clout in government policy circles. She cares little for political calculations other than advancing her causes, employment, education, human services and equal opportunity. Wilcox was instrumental in Maricopa County being awarded $55 million in American Recovery Reinvestment Act (ARRA) funding for a variety of county-run projects and programs. Mary Rose has been involved in numerous boards and commissions, including her membership on the boards of the Greater Phoenix Convention Bureau, Friendly House, Downtown Phoenix Partnership, ASU/U of A Medical School Advisory Board, the Arizona Hispanic Corporation (founding member 1983), ASU Latino Advisory Board and Chairman and Founding Member of the Arizona Diamondback Ambassador Club. She also serves on the Maricopa Association of Govemments' (MAG) Regional Council, MAG Air Quality Policy Committee, MAG Human Services Coordinating Committee, and Ryan White Planning Council.

Wilcox is very involved with the local and national Hispanic community and has served as a past or current member of such organizations as MALDEF (Mexican American Legal Defense & Education Fund) and NCLR (National Council of La Raza). She also served five years as the Chair of the NALEO (National Association of Latino Elected and Appointed Officials) Educational Fund. She currently serves as Vice

President of the National Association of Counties (NACO) Human Services Committee.

Honors and recognition include: America's Charities Appreciation Award for Commitment to "Choice" in Giving, Maricopa County Continuum of Care Regional Committee on Homelessness "Community Leader of the Year," Maricopa Integrated Health System Dedication Award (1999), Maricopa County Democrats Service Award, Downtown Phoenix Partnership Board of Directors Service Award, Guadalupe Family Health Center Award of Appreciation (1996) and Mesa United Way Leadership and Service Award. For more than a decade, the Wilcoxes have been working to revitalize downtown's Grant Park neighborhood. They are the owners of El Portal, a local authentic Mexican restaurant. They also recently dedicated the Grant Park Boxing Club so neighborhood kids can box for free.

Vice Mayor Thelda Williams re-joined the Phoenix City Council in 2008 following her election to a four-year term. She previously served on the council from 1989 to 1996 and as interim mayor in 1994.

Before joining the council, she was the Division Commander of the Custody Support/Inmate Programs Division at the Maricopa County Sheriff's Office, where she supervised the Sheriff's MASH unit for abused and neglected animals, Hard Knocks High School for incarcerated juveniles, the Alpha Program for drug and/or alcohol-addicted inmates, and all religious and adult programs.

Vice Mayor Williams has been active in community affairs for a number of years, having served on numerous boards and commissions including the City of Phoenix Aviation Advisory Board, the City of Phoenix Transit Commission, the Block Watch Oversight Committee, the Deer Valley Planning Committee, the Phoenix Planning and Zoning Committee, the Maricopa Association of Governments Regional Council, Women in Local Government Association, Governor's Commission to Prevent Violence Against Women, and the Maricopa County Adult Probation Advisory Board.

She is currently a member of the City Council's following subcommittees: *Seniors, Families and Parks*; *Downtown, Aviation and Economy*; *Public Safety and Veterans*; and *Finance, Efficiency and Innovation* , as well as the *Audit Committee*. She serves as the Chair of the Phoenix-Mesa Gateway Airport Authority and as Co-Chair of the Luke West Valley Partners. During her term in office, she has focused on many issues, including the revitalization of the downtown area, addressing public safety concerns, ensuring that homeless youth in the community are provided with the safest and healthiest lifestyle possible, and the revitalization of the Pioneer Living History Museum.

*MAG Staff and Associates*

These committee members and community partners will be supported by a competent staff and associate team at MAG. Together, the team holds significant experience in planning, community outreach, and economic development. In addition, a business consultant will be secured to assist with the development of the metropolitan business plan. The members of the internal team are as follows:

Mr. Dennis Smith, Executive Director of MAG, has been involved in numerous regional achievements, including the development of the regional emergency 9-1-1 system, a comprehensive review of the MAG governance structure that led to the creation of the Transportation Policy Committee, and the development of several major transportation plans—including the 1985 Long Range Transportation Plan that led to the passage of Proposition 300, which funded the regional freeway system, and the $16 billion Regional Transportation Plan, which led to the successful Proposition 400 transportation election extending that funding. Smith is a member of the National Association of Regional Councils Executive Directors Council and the Arizona Councils of Governments Directors Association, where he has twice served as Chair. He obtained his Bachelor's degree from Montana State University-Billings and his Master's degree from Arizona State University. He will provide leadership in identifying the necessary stakeholders and guiding the overall goals of the project.

Mr. Eric Anderson, MAG Transportation Director, is a well-known local economist who has extensive national, regional and local experience and has served as an economic advisor for many states and regions. His areas of expertise include urban economics and demographics, economic development strategies, transportation, real estate economics, and fiscal impact assessment. Anderson directed the development of the MAG Regional Transportation Plan (RTP) for the region that was the foundation for a successful Proposition 400 to extend the regional sales tax. Under his leadership, MAG won the 2006 Transportation Planning Excellence Award. Anderson formerly was the Chief Executive Officer of Mountain West Research, a nationally known economic and real estate consulting firm based in Phoenix. Anderson also served as the Executive Director of the Maricopa County Stadium District. Anderson holds an M.S. in Economics from Arizona State University. He will assist with identifying the necessary stakeholders and conducting the analyses.

Ms. Denise McClafferty is the Management Analyst at the Maricopa Association of Governments (MAG). At MAG, McClafferty manages and staffs several committees, councils and contracts for the region, such as the Joint Planning Advisory Council, the Regional Council Executive Committee and the Economic Development Committee. Denise also participates in the Western High Speed Rail Alliance and The EV Project. McClafferty has 13 years professional experience in working with regional and local governments, and more than eight years experience in project/program management.

McClafferty also has experience in managing various programs and budgets that provide assistance and services to local municipalities. She worked as a Development Specialist at the Southwestern Pennsylvania Commission (SPC) and was the lead in the development, marketing, implementation and administration of community and economic development programs and projects. She assisted in coordinating grant development activities. McClafferty also assisted local jurisdictions to access and structure programs using government funding available through development districts sources, such as ARC and EDA. She received her Bachelors degree in Business Management and a Masters degree in Public Administration from Arizona State University.

Ms. Amy St. Peter , MAG Human Services Manager, will provide project coordination and will manage

the development of the metropolitan business plan in collaboration with the Leadership Advisory Team. Ms. St. Peter has nearly 20 years experience managing complex projects with diverse stakeholders in this region. Her work has resulted in national recognition, most recently through the United We Ride Leadership Award for the MAG Human Services Coordination Transportation Plans. As the Human Services Manager at MAG, Ms. St. Peter is responsible for coordinating multi-million dollar federal grant applications that support dozens of local nonprofit agencies. Ms. St. Peter worked extensively with local government, the private sector, and nonprofit partners to develop regional solutions to human services issues. Her educational background includes a Bachelors degree from Loyola College and a Masters degree in Public Administration from Arizona State University.

Mr. Anubhav Bagley, MAG Information Services Manager, will assist by providing research, demographic data, and analysis that will be essential to the success of the project. He is responsible for Geographic Information Systems, Census activities, socioeconomic projections and estimates, the development and maintenance of models and data necessary to support the regional planning needs of MAG and its member agencies. Mr. Bagley also heads up the Maricopa Association of Governments Information Center (MAGIC), established as a subsidiary of MAG in June 1998 to provide member agencies, the public and private sectors and the community with value-added information services and technical consulting for a fee.

Mr. Bagley has extensive experience in Geographic Information Systems (GIS), land use planning, socio-economic analysis and modeling, environmental impact analysis, and development and application of GIS-based mathematical models for site assessment and evaluation. Prior to joining MAG, Bagley worked as an environmental and transportation consultant with Science Applications International Corporation (SAIC). Bagley has an undergraduate degree in Physical Planning, and a Masters degree in Environmental Planning.

Ms. Jami Garrison, as the MAG Socioeconomic Research Program Manager, will provide significant expertise in data collection and analysis. At MAG, Garrison is responsible for the research and analysis of socioeconomic data including census, employment, housing and population. Her work includes conducting data analysis and mapping utilizing a variety of statistical, database, and GIS applications. She has extensive experience in Geographic Information Systems (GIS), socio-economic analysis, demographic studies and database development. Prior to joining MAG, she worked as the Data Bureau Manager for the Arizona Department of Transportation where she was involved in GIS for Transportation, traffic data collection, traffic monitoring and traffic data analysis. She received her Bachelor of Science Degree from Arizona State University and is a certified GIS Professional from the GIS Certification Institute.