



Glendale - 2021/2022 VBC Report

2017-07-01 - 2022-06-30

Report Created On: May 18, 2023

Valley Benchmark Communities (VBC) is a group of Arizona municipalities working to improve local government performance. As one of the largest and oldest performance management consortiums in the U.S. and covering a population of over 4 million in the Phoenix metro area, VBC creates a trend report that informs, represents, and supports its members and the general public on an annual basis. VBC, by working collaboratively with designated representatives from local governments and their communities:

1. Identifies common demographic, financial, and performance information.
2. Uses this information to better understand the similarities, differences, and complexities of community operations.
3. Openly shares best practices, data, and other resources.

This collaboration has produced valuable insights for VBC members and its community partners and helped develop and improve relationships and performance across Arizona.

The 13 participating communities (in alphabetical order) are Avondale, Buckeye, Chandler, Gilbert, Glendale, Goodyear, Mesa, Peoria, Phoenix, Queen Creek, Scottsdale, Surprise, and Tempe.

Partnerships with Arizona State University (ASU), the Maricopa Association of Governments (MAG), and the International City/County Management Association (ICMA) have deepened the work of VBC and its member communities.



Demographics Influencing Factors

Access to Developable Land: Certain cities are able to pursue a strategy of population and development growth because they are able to acquire undeveloped land. This acquisition can be done through the annexation of unincorporated land, or through developing unused land within existing city boundaries.

Tourism and National Recognition: The extent to which a city is nationally recognized (rather than regionally) as a resort or tourism destination might impact population trends or cost of living.

Natural Environment and Cultural Attractions: Communities that offer more cultural and recreational activities, or attractions that are unique and native to that city, may see a greater number of people wishing to reside in those communities.

Economic Health: The economic activity in a community, measured by jobs, job growth, and average salary, impacts the resilience of a community and is tied to the fiscal health of its government.

Cost of Living: The average home value, cost of transportation, and cost of consumer goods affect the desirability of a community for potential residents.

Citizen Initiatives: Services and amenities can vary across jurisdictions based on voter-approved initiatives such as arts and culture, athletics, transportation, parks, preservation, and public safety.

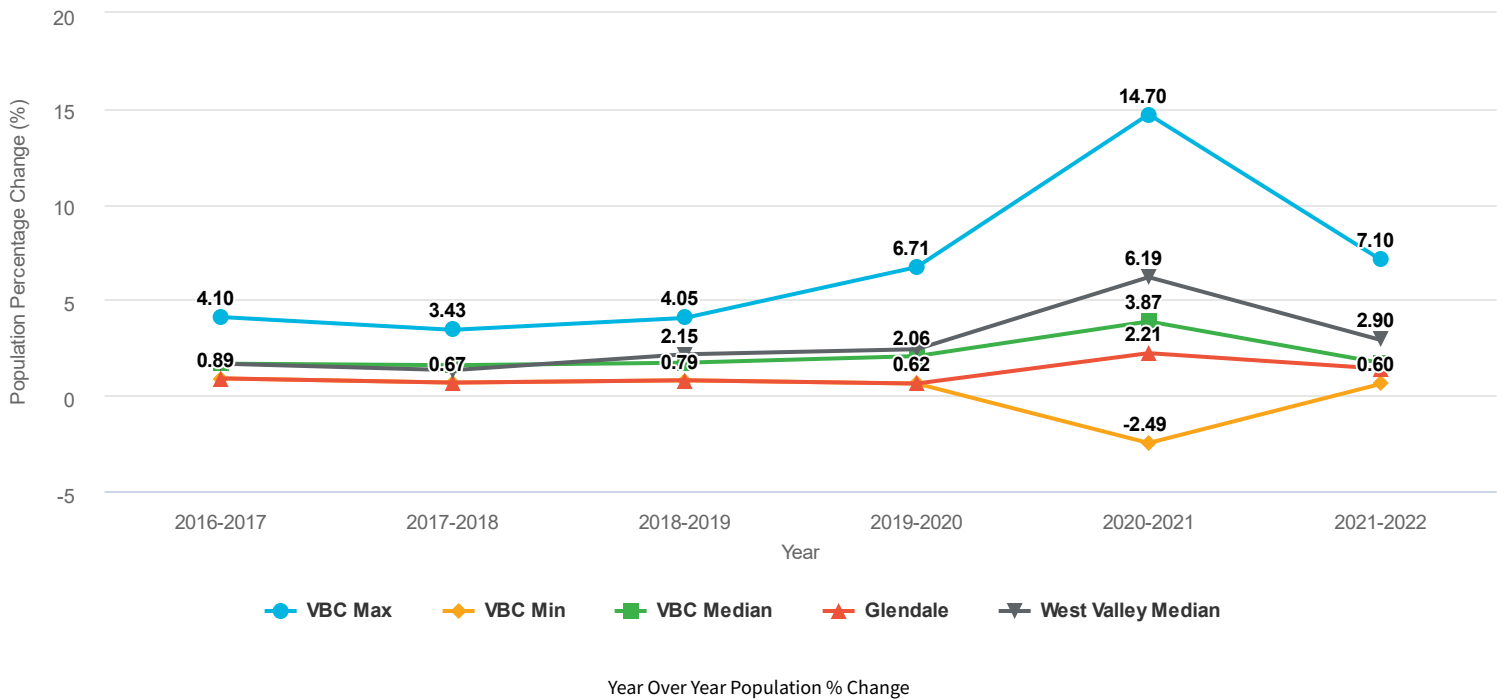
**Note: Valley Benchmark Communities uses the MAG annual population estimates for per capita calculations. Those estimates use the latest decennial census counts as a starting point, and include any mid-decade censuses that have been conducted, as well. Prior to the release of the Census 2020 population counts, the estimates were based on Census 2010 housing counts and occupancy information, with adjustments made to account for the special censuses some municipalities conducted in 2015. The population estimates starting in 2020 are based on Census 2020 counts. Due to changes in occupancy characteristics throughout the decade, it is common for the originally published estimate in the Census year (2020) to differ from the final Census counts. Mid-decade counts may also introduce some irregularities. For these reasons, the originally published estimates for the decade-end years may not be consistent with estimates derived after Census 2020.*

Populations across the Valley continue to increase. In FY 2020-21, the median growth rate hit a peak of almost 4%. Comparatively, in FY 2021-2022, community growth rates ranged from 7% to <1% and general growth rates for communities settled around 1-2%.

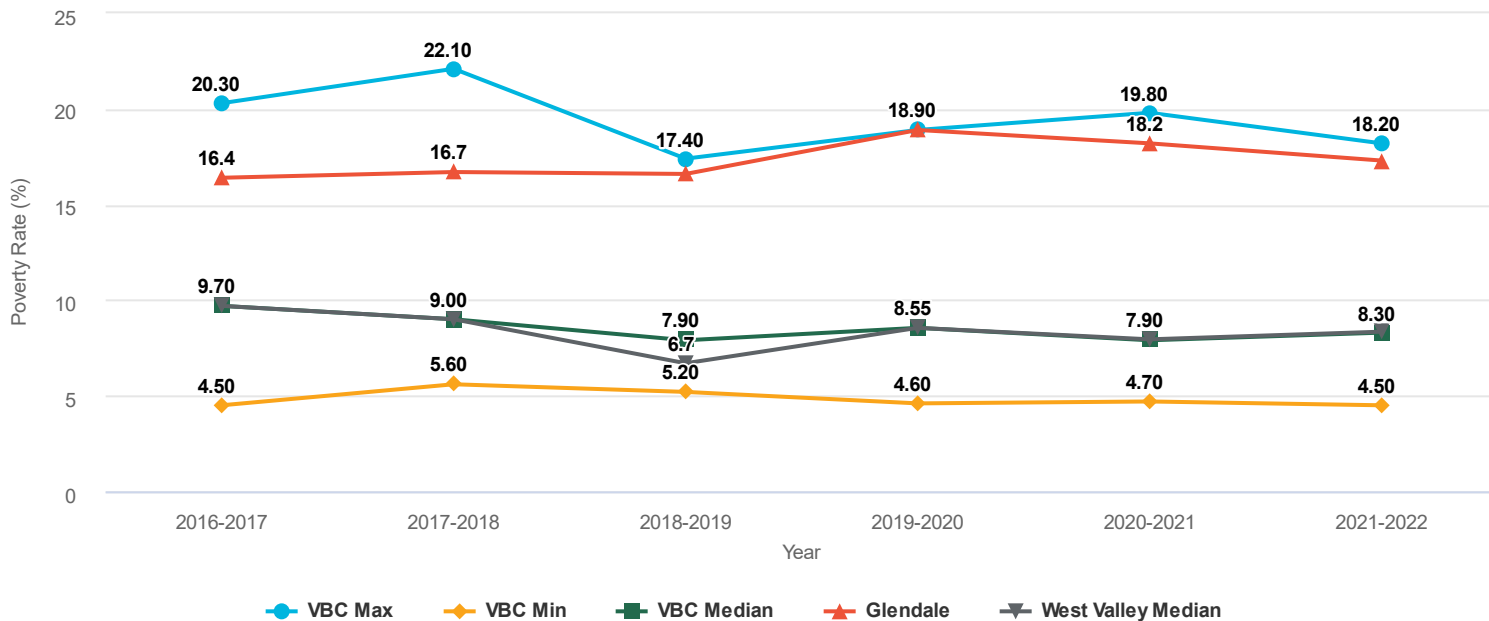
As the population of a community increases, the base upon which percentage change is calculated increases, so community growth rates will likely decline and stabilize long-term.

Population numbers are provided by the Maricopa Association of Governments.

Demographics: Population Percentage Change (%)



Demographics: Poverty



Tracks the Percentage of Residents Whose Income Falls Below the Poverty Line

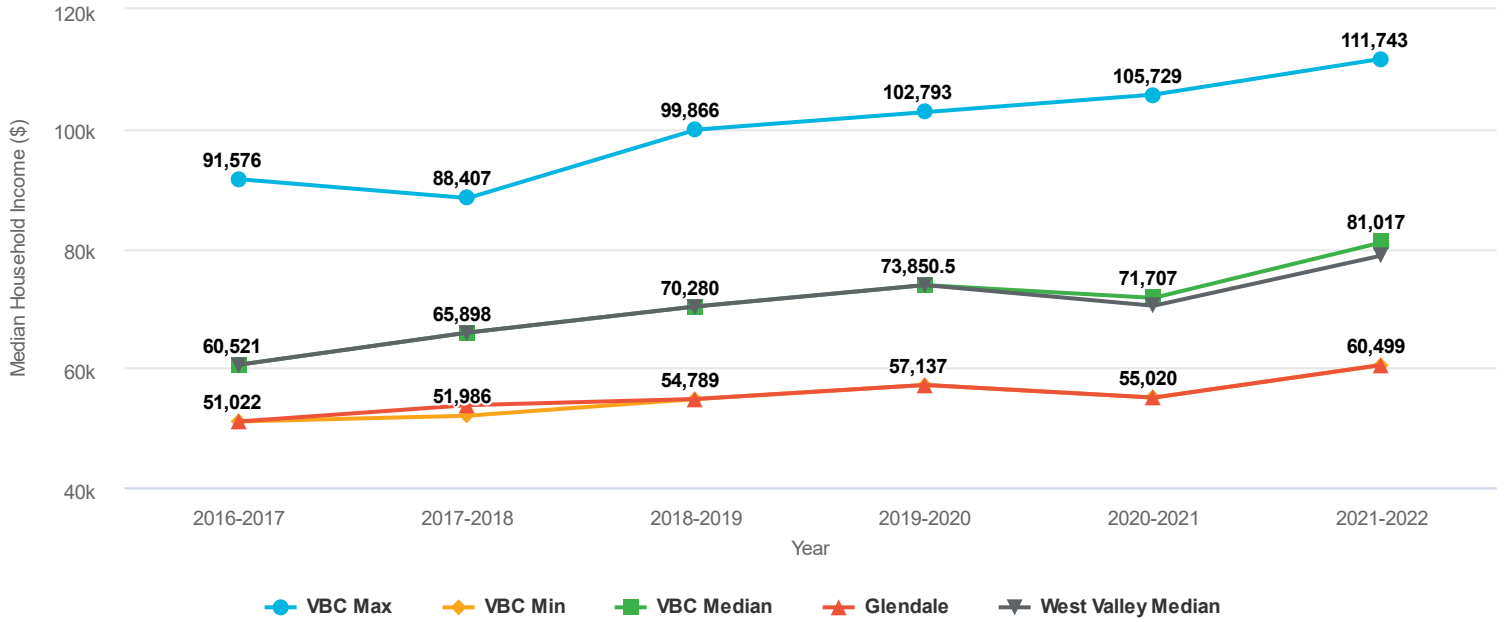
Median household incomes (above) have been on the rise with a steady increase across the Valley since FY 2017-18.

Poverty rates (below) seem to have stabilized as the median fluctuates around 8%.

Some variations in the data may be the result of a margin of error due to small sample sizes for individual communities.

Median Household Income and Poverty Rates are provided by the United States Census.

Demographics: Median Household Income



Median Household Income for Each Community.



Fire Medical Services Influencing Factors

Facilities and Staff Composition: The number of fire stations and firefighters available at any given time and available specialties such as HazMat, Technical Rescue, Wildland Fires, aviation rescues, etc. may impact response times.

Risk of Fire Activity: Residential density, aging infrastructure, the composition of building types, and the number of large impact developments (e.g. stadiums, convention centers, airports, etc.) in the community influence fire services and management.

Community Characteristics: The geographic size and density of development and the built environment within a community impacts its service needs. For example, a rural community with more land area may have increased response times and fewer calls, whereas a densely populated community with older buildings and infrastructure may have a higher number of calls with a lower response time.

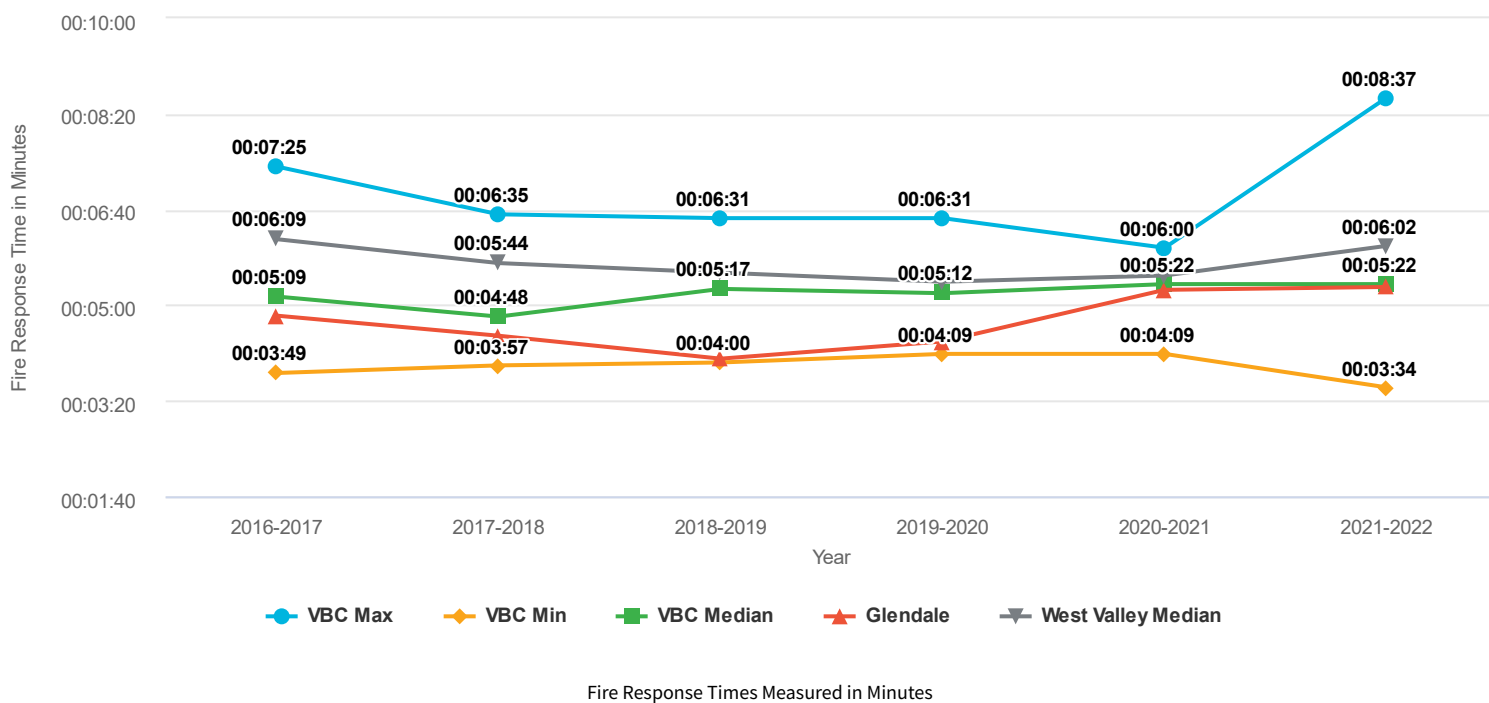
Demand and Type of Calls: The type and priority of calls received (e.g. high priority such as cardiac arrest) also impacts response time and resources needed.

Local Service Standards: Any special operating standard or target may affect department outcomes.

Community Education and Engagement: The extent to which residents are aware of the Fire Code, and take precautions, and the amount of department involvement in the community are also influencing factors.

Automatic and Mutual Aid Agreements: These partnerships are designed to assure that the closest appropriate fire department resources are deployed in emergencies, no matter the jurisdictional boundaries. In addition to automatic aid, mutual aid agreements provide additional assistance that may be dispatched from a neighboring agency.

Fire/Medical Services: Fire Response Times

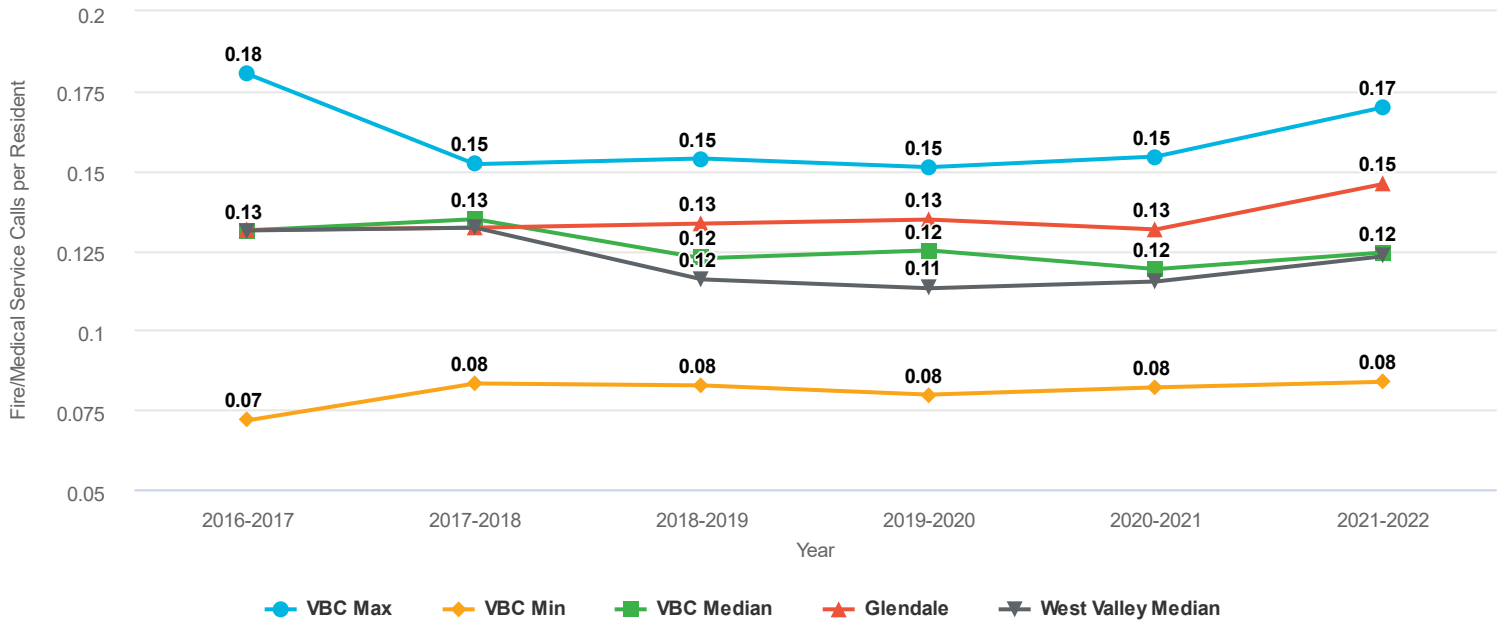


Since FY 2013-14, Fire Response Times have generally decreased, or improved, among Valley communities. This overall decrease may be attributed to the construction of new fire stations by municipalities.

In FY 2018-19, some communities experienced increases in response times due to new developments in outlying areas that resulted in increased demands for service. In FY 2020-21, response times slightly increased again and were likely attributable to fluctuations of and turnovers in firefighters and other staff.

Fire Response Times do not account for dispatch time, whereas Police Response Times are measured from the moment the call is received.

Fire/Medical Services: Service Calls per Resident



Total Fire Calls for Service / Population

Since FY 2017-18, fire calls per resident have generally maintained a consistent trajectory among Valley communities.

The formula for Calls per Resident is: $\text{Total Fire Calls for Service} / \text{Population}$



Police Services Influencing Factors

Community Characteristics: The geographic size, diversity of landscape, and developed environment of a community can impact the amount and type of areas a police department needs to serve.

Impact of Non-Residents: Visitors to a particular city who do not maintain a formal residence impact the need for public safety services. These visitors could be seasonal residents, commuters from neighboring cities, tourists, or students not counted in population figures.

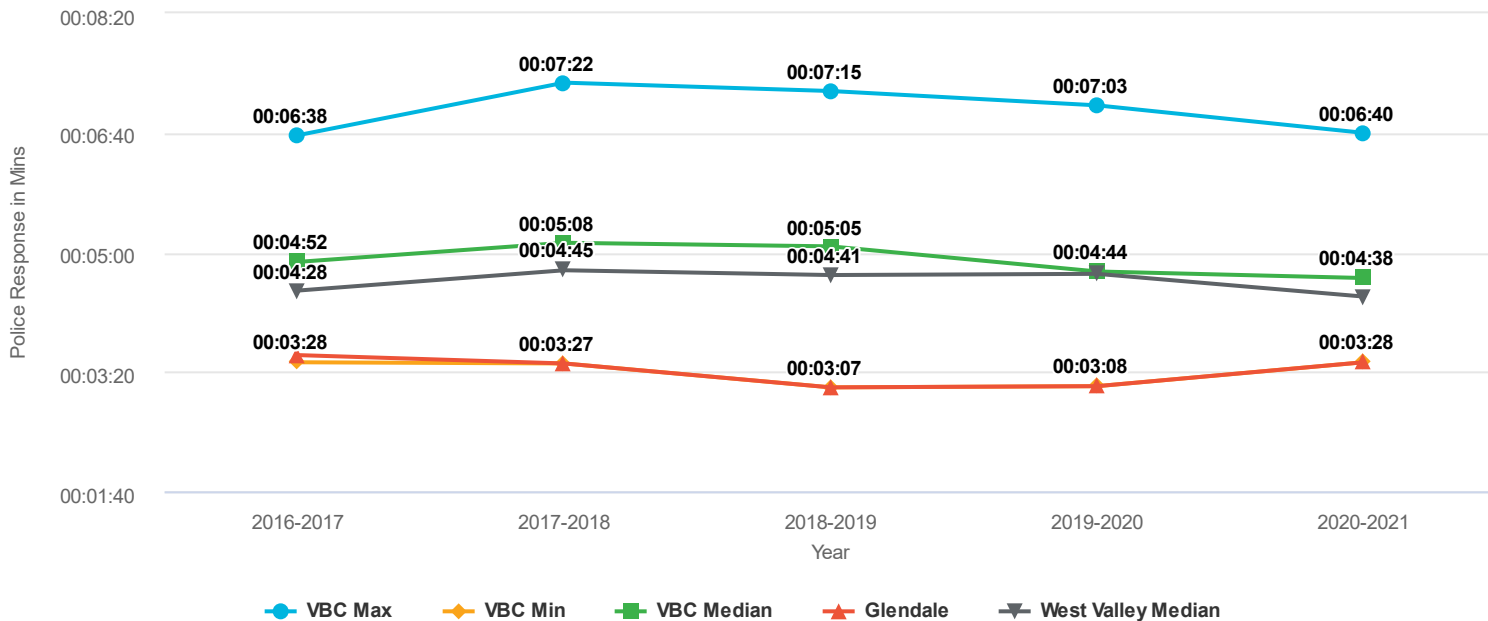
Citizen Engagement with Police: Police services are influenced by the extent to which police officers are involved in the community and residents are aware of the services provided by the department. In many communities, police forces utilize civilian staff to provide additional resources and support in the community.

Demographics: This factor considers the socioeconomic status of community residents, along with race, gender, age, and economic health of the community as potential predictors of demand for police services.

Deployment Strategies: How police resources are utilized within a community can vary based on multiple community factors. For example, some agencies place an emphasis on non-sworn roles in police support that can offset the cost of more traditional sworn officer positions.

**Note: Due to Queen Creek's Police Department being created on January 11th, 2022 they are not represented in this year's trend report in our police services section.*

Police Services: Police Response Times



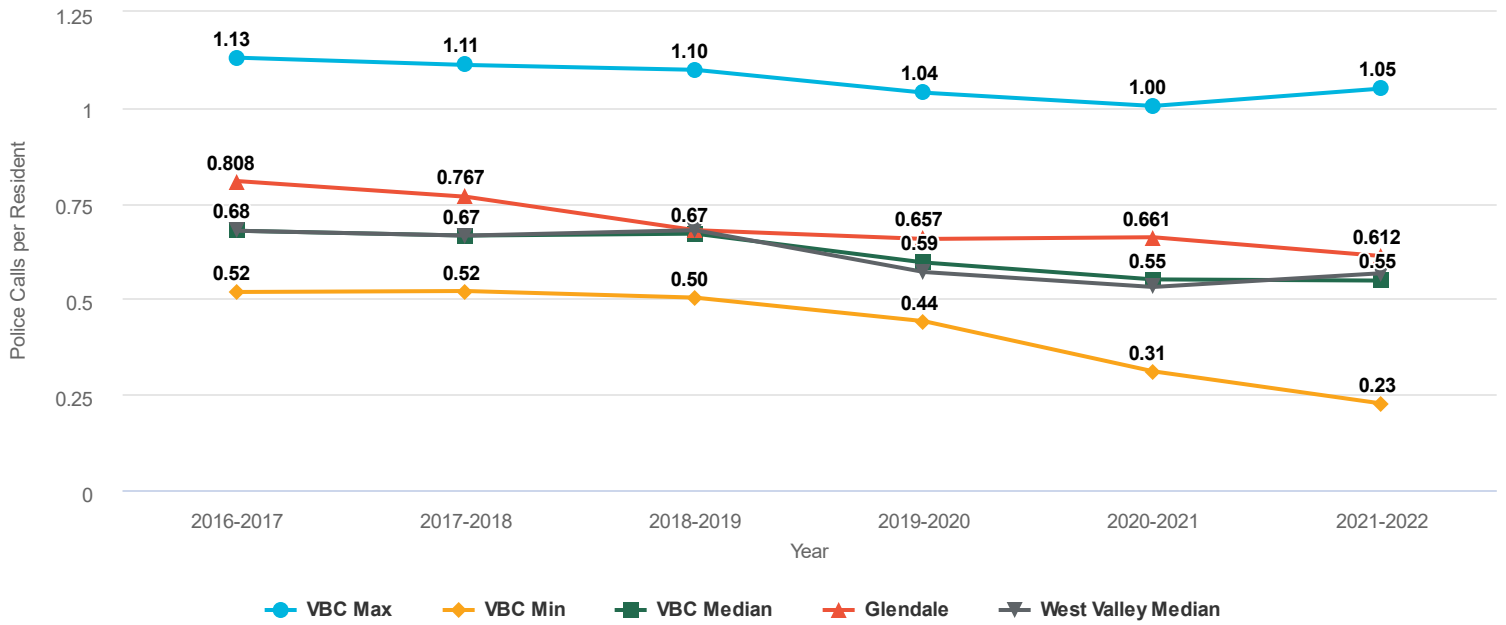
Police Response Times Measured in Minutes

Trend data show that top priority response times have fluctuated for most communities within a 20-30 second variance over the past several years.

In FY 2020-21, most communities decreased, or improved, their response times with an average decrease of 35 seconds per response. In FY 2021-22, community response times increased by an average of about 20 seconds. Annual variations are possible due to higher-than-average vacancy rates within the patrol officer ranks across the region.

Police Response Times are measured from the moment the call is received whereas Fire Response Times do not account for dispatch time.

Police Services: Police Calls per Resident

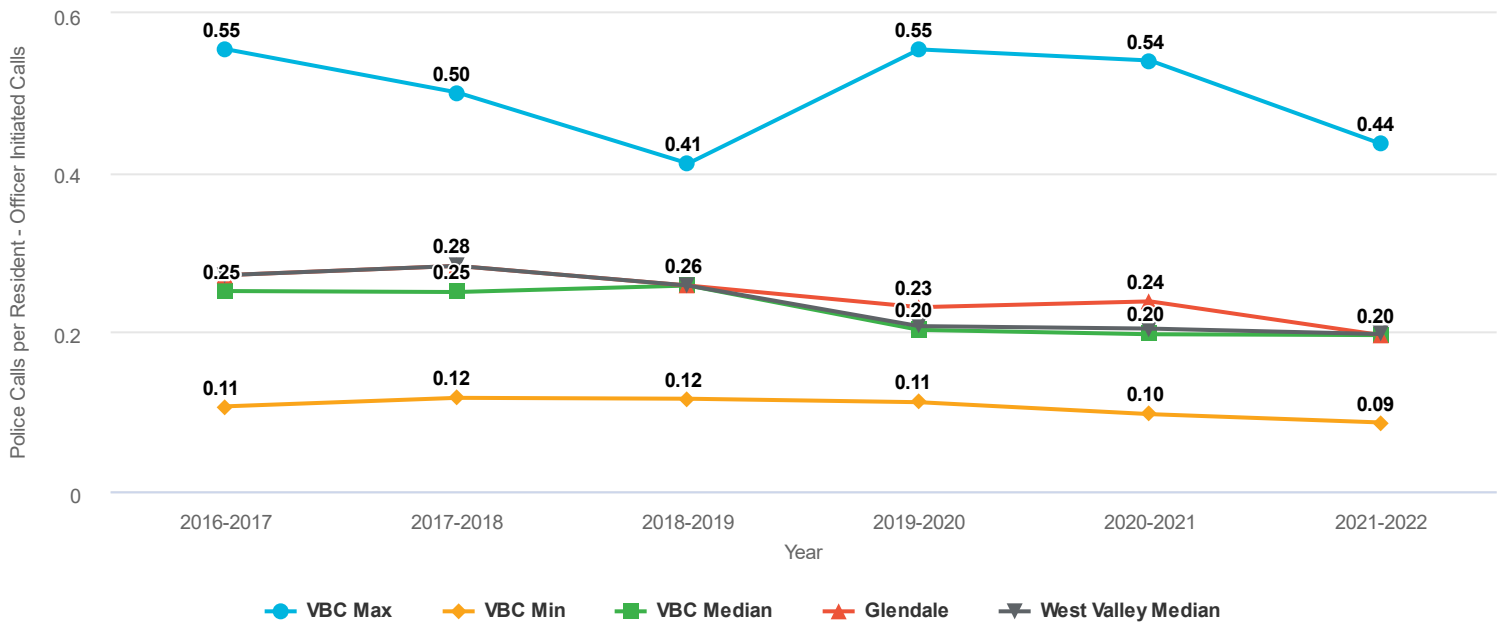


Tracks the Number of Officer and Citizen Initiated Calls Dispatched per Resident.

Total police calls per resident for almost all communities have held steady or maintained a slight decline over the past four years. Variation in individual community data may be related to population changes and community policing practices.

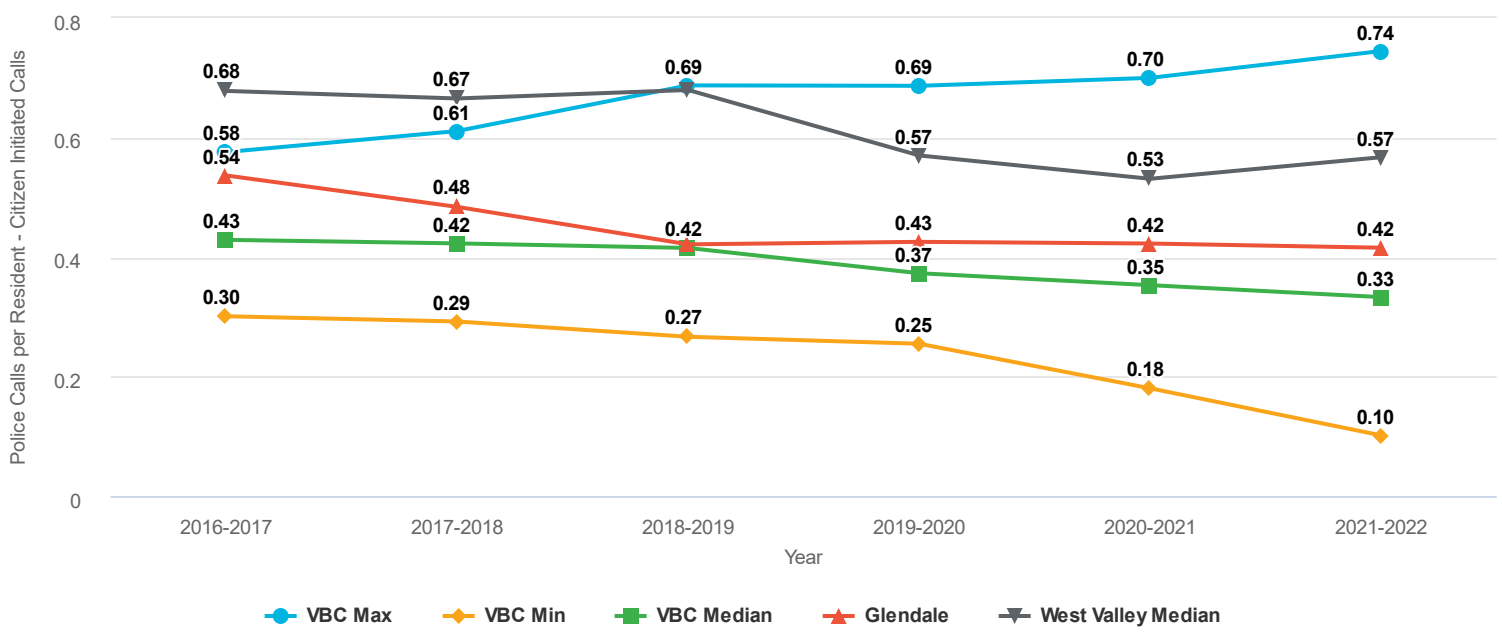
The formula for Calls per Resident is: $\text{Total Police Calls} / \text{Population}$

Police Services: Officer Initiated Calls per Resident



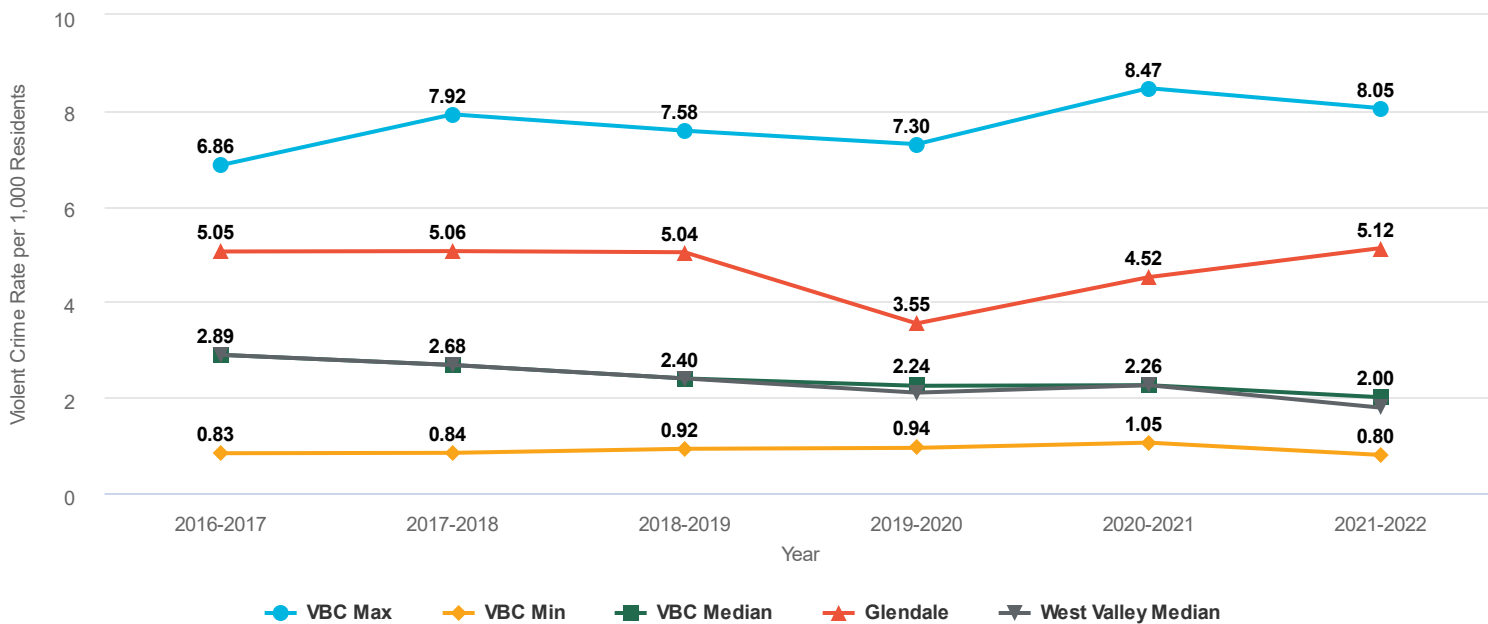
Police Calls - Officer Initiated Calls / Population

Police Services: Citizen Initiated Calls per Resident



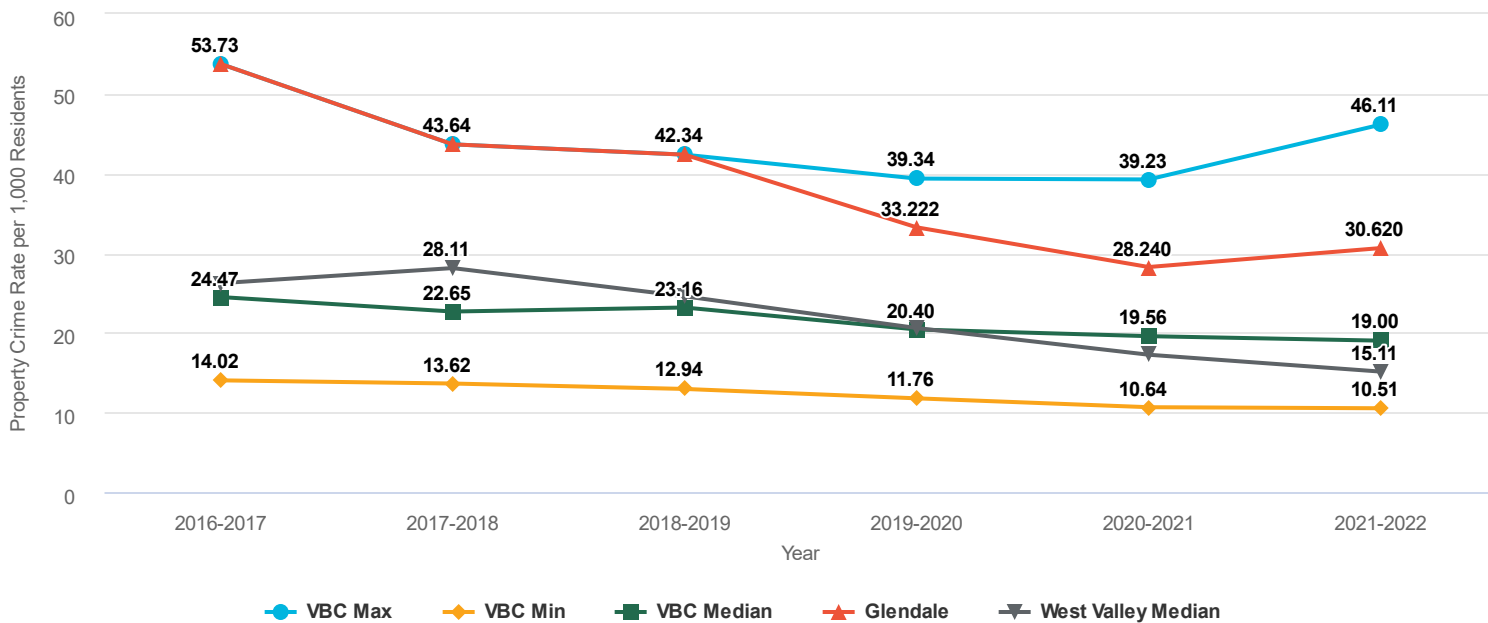
Police Calls - Citizen Initiated Calls / Population

Police Services: Violent Crime Rate per 1,000 Residents



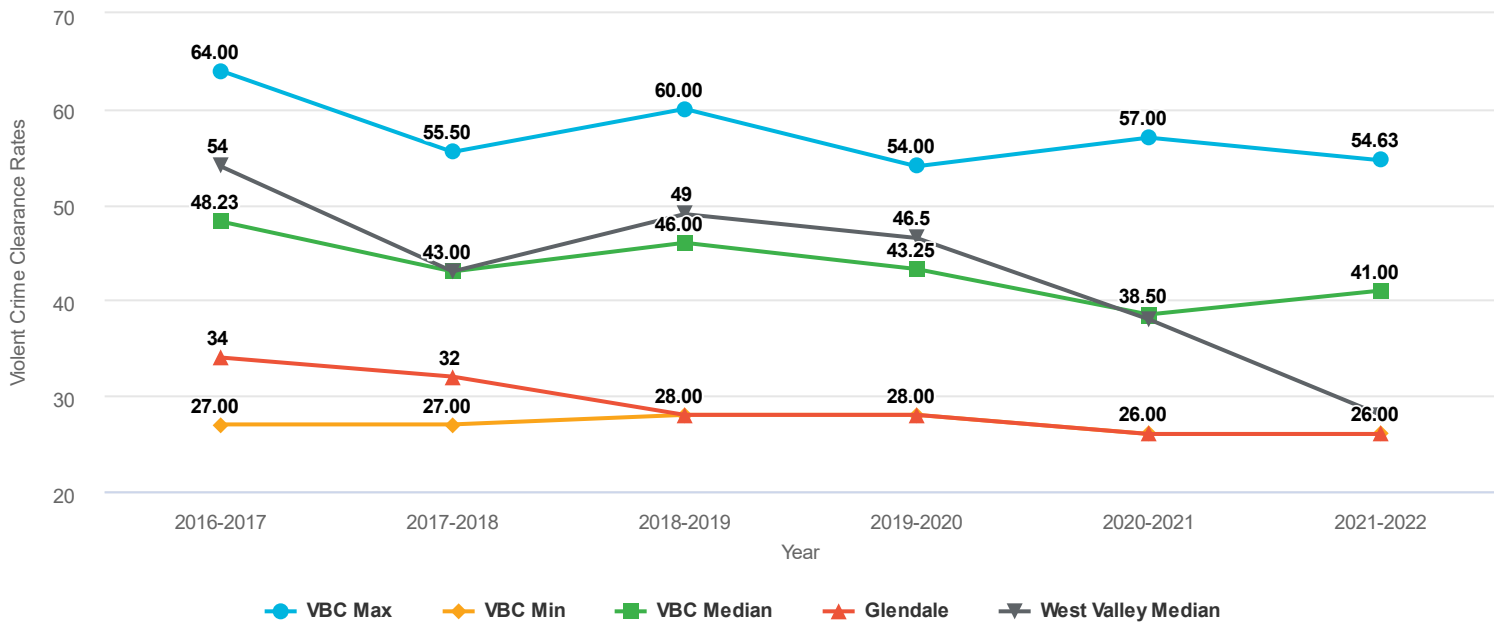
The Number of Reported Violent Crimes per 1,000 Residents.

Police Services: Property Crime Rate per 1,000 Residents



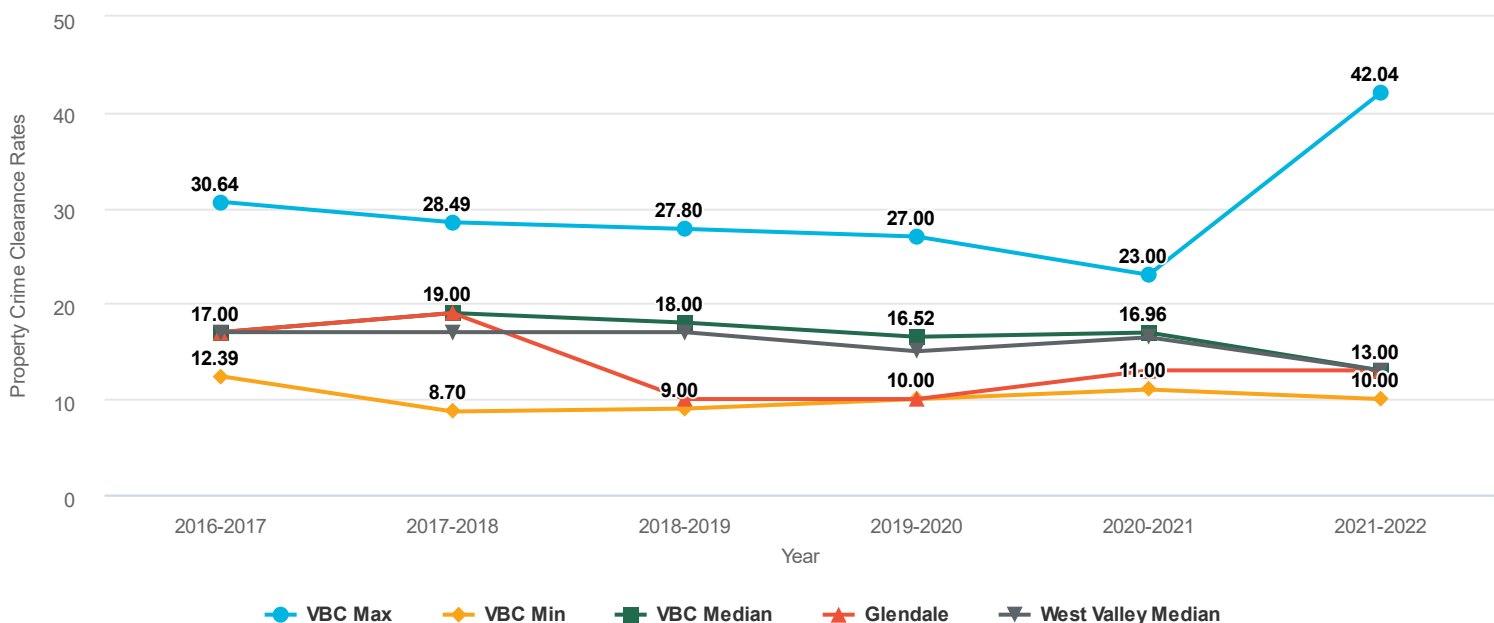
The Number of Reported Property Crimes per 1,000 Residents.

Police Services: Violent Crime Clearance Rates



Clearance Rates Include Cases Cleared by Arrest or Exceptional Means.

Police Services: Property Crime Clearance Rates



Clearance Rates Include Cases Cleared by Arrest or Exceptional Means.

Violent and property crime clearance rates have fluctuated in a downward fashion since FY 2018-2019. This indicates a lower percentage of cases cleared on average and likely is not affected by the changes in the total number of cases. In FY 2021-22, property crime clearance rates ranged between 10-20%, with an outlier of 42%. As with other police indicators, regional staffing shortages may be a driving factor for shifts.

Clearance rates include cases "cleared by arrest," "submitted to prosecutor," and "cleared exceptional." Clearance rates are calculated by dividing the number of crimes that are cleared (via a charge being assessed) by the total number of crimes reported in a given year. Due to the special complexity of cases, some charges will be included outside of the year when the crime occurred. Our definition of a clearance rate is consistent with the definition of the Federal Bureau of Investigation.

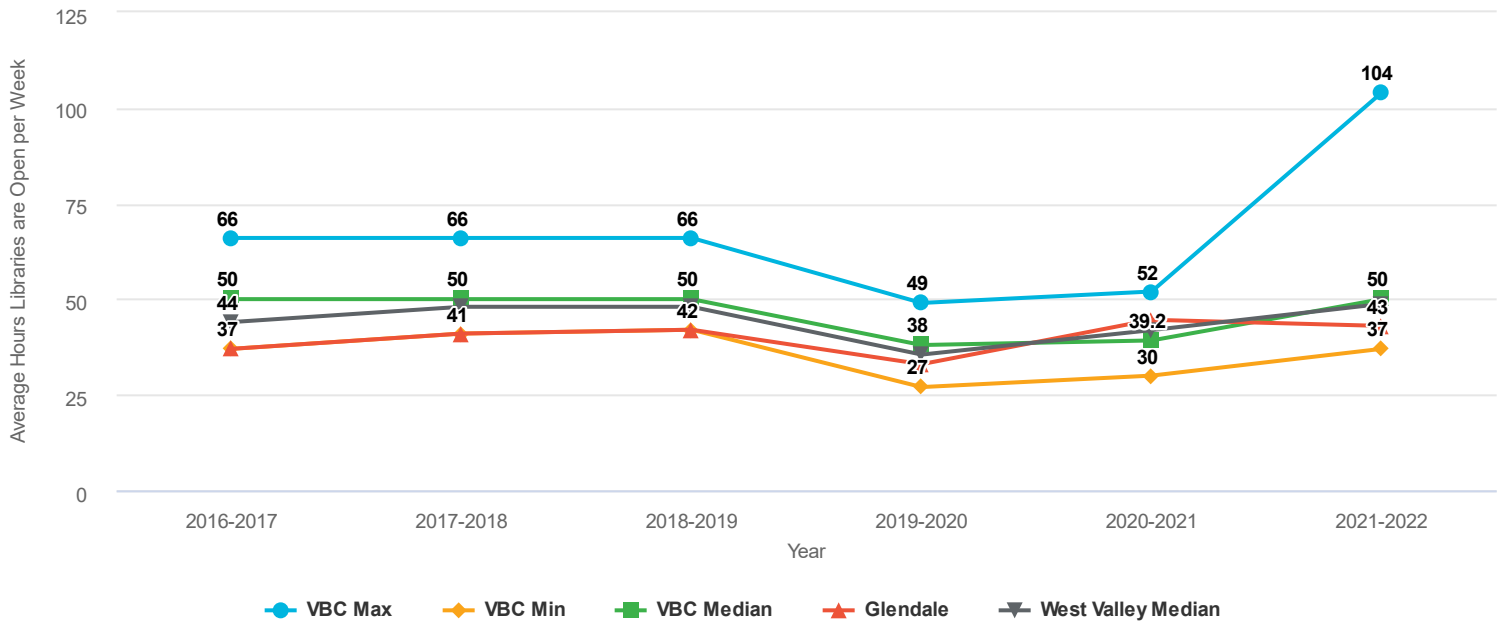


Library Services Influencing Factors

County Policy for Library Reciprocal Borrowers Program: Exchange among library branches and between cities allows for greater access to materials that citizens request and reduces costs of new materials. Residents of Maricopa County may obtain a library card from any county or municipal library.

Population / Library Patrons and Customer Demand: Local population and number of people using library materials and facilities drive the demand for library availability.

Library Services: Average Hours Libraries are Open per Week



Public Service Hours / Number of Branches / 52 Weeks

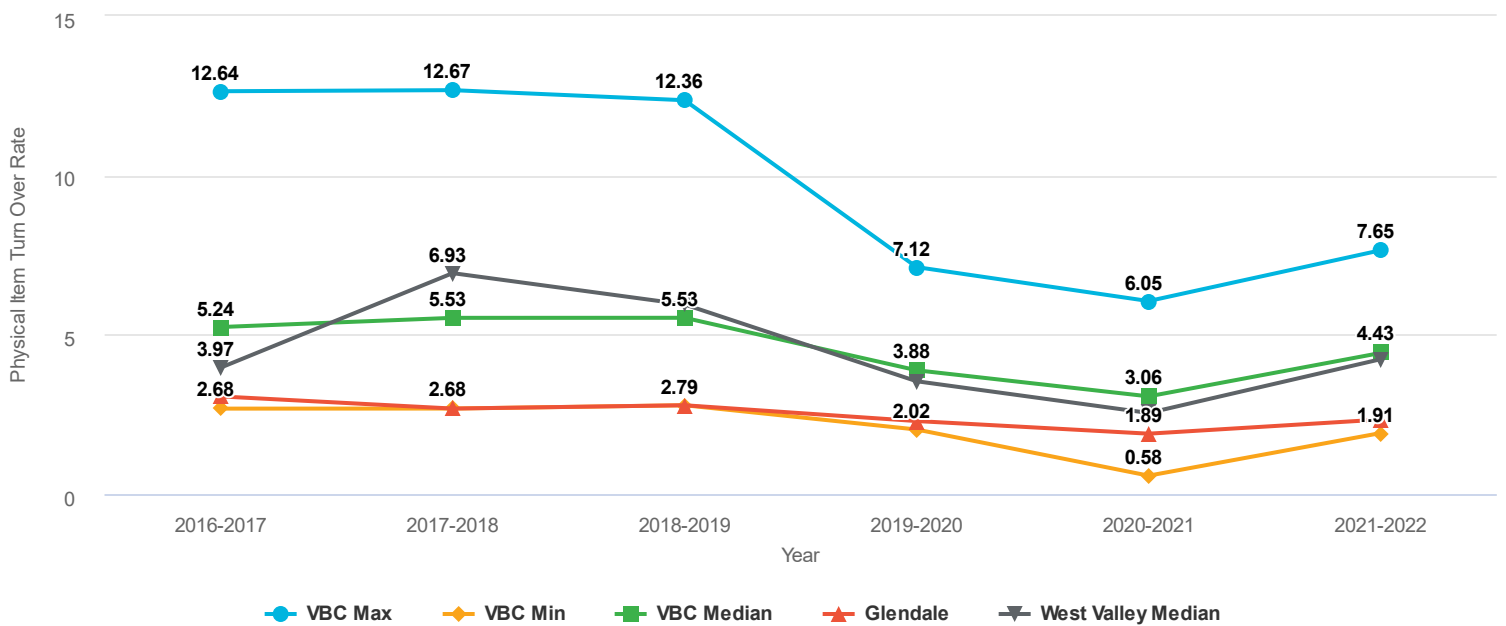
In FY 2019-20, library hours were drastically reduced by the COVID-19 pandemic, which required facilities across the region to close their doors. During this time, many libraries continued providing services via drive-through, lobby-only borrowing, and virtual events. The values presented above only account for those hours during which the library was fully open for normal operations.

In FY 2020-21, there was a slow reopening of libraries in the post-pandemic recovery period, while in FY 2021-2022, hours at valley libraries climbed as communities seemingly bounced back from COVID-19.

The number of hours a library is open can often be influenced by whether the library is operated by a municipality or the County of Maricopa.

Average weekly hours community libraries are open for operation is a calculation of the total number of public service hours divided by the number of branches and 52 weeks.

Library Services: Physical Item Turn Over Rate



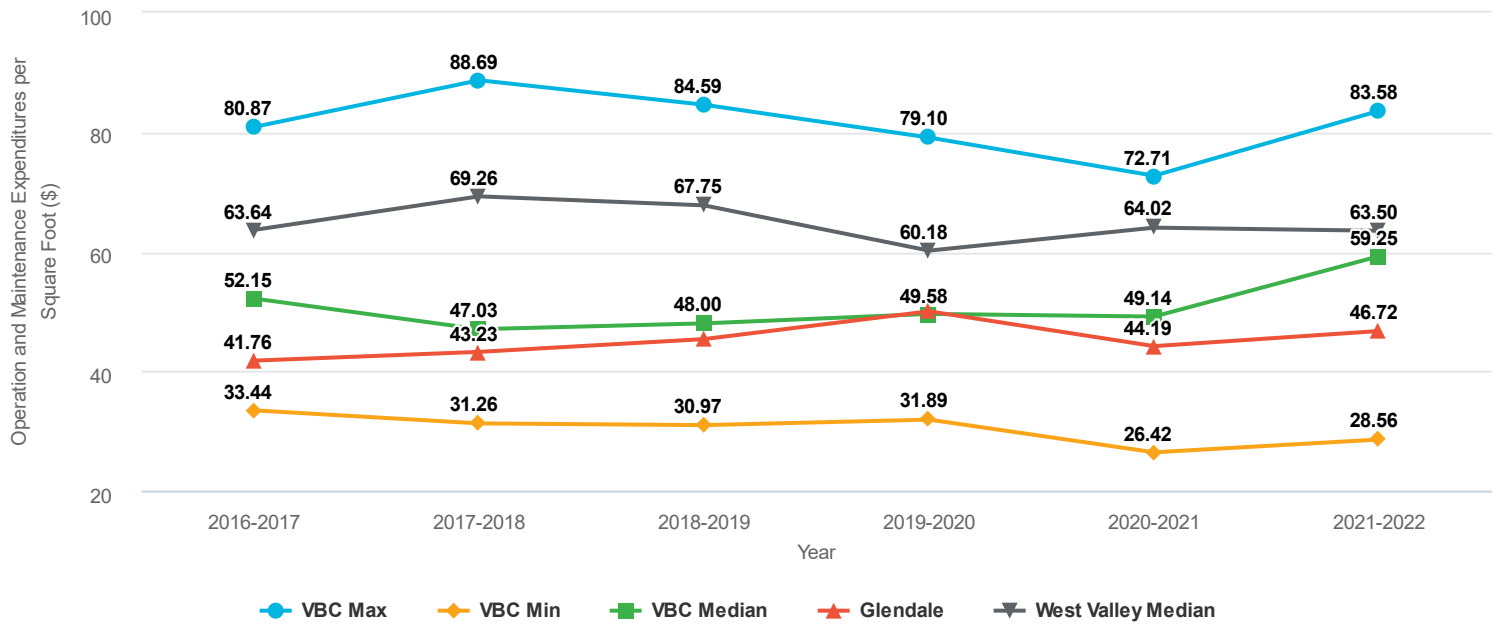
Number of Physical Items Borrowed/Number of Physical Items Available

Once again, FY 2019-20 saw a decline across nine communities as a result of the COVID-19 related library closures. This decline seems to be stabilizing as of FY 2021-22.

Physical Item Turnover represents the number of items checked out over the fiscal year relative to the number of items available. Turnover rates can fluctuate based on the number of physical items communities have in their collection. This number may be greater than 1 if items are checked out repeatedly.

The formula for Physical Item Turnover Rate is: (Number of physical items borrowed) / (Total physical items available)

Library Services: Operation and Maintenance Expenditures per Square Foot



O & M Expenditures per Square Foot

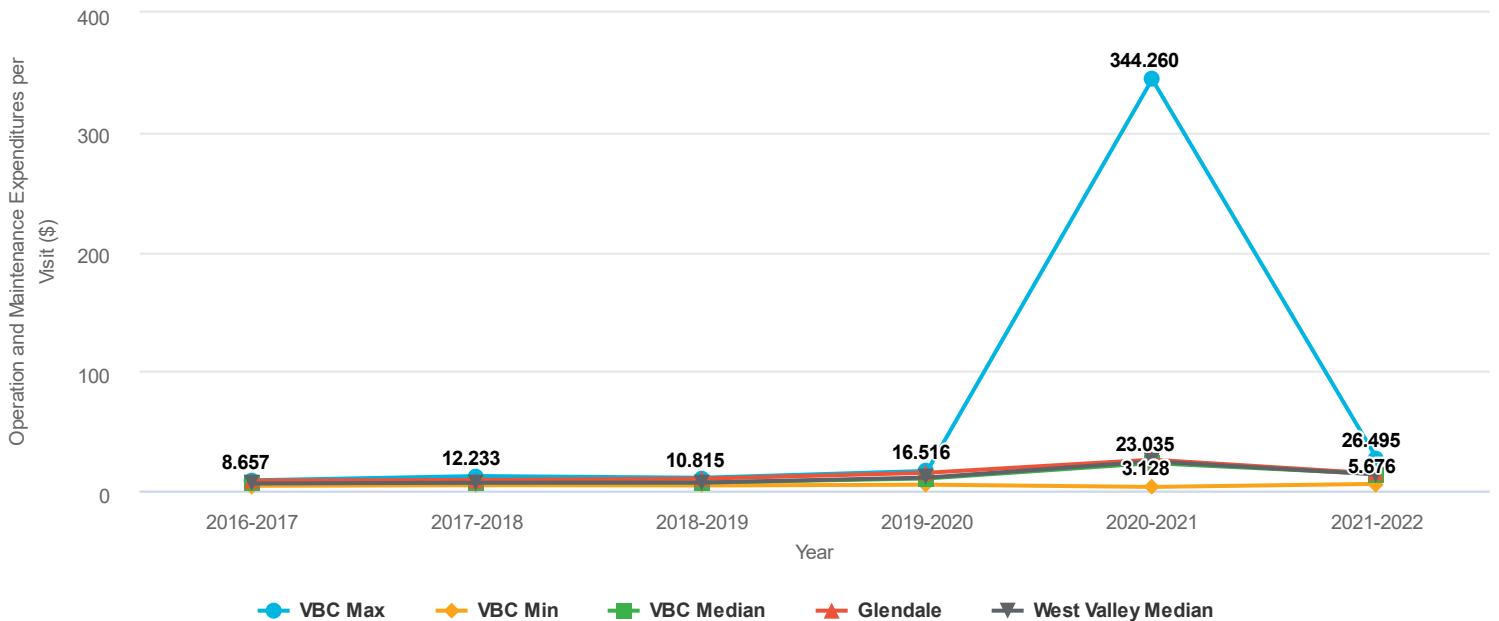
O&M expenditures per square foot have been relatively stable since FY 2017-18. Over that same period, O&M expenditures per visit appear to be gradually increasing across the Valley, likely due to an increase in electronic borrowing and a decrease in physical visits. Since FY 2017-18, these trends have been reflected throughout almost all Valley communities.

In FY 2017-18, City of Phoenix O&M expenditures increased significantly due to the reconstruction of Burton Barr Central Library and the replacement of damaged items after the library had a severe flooding incident.

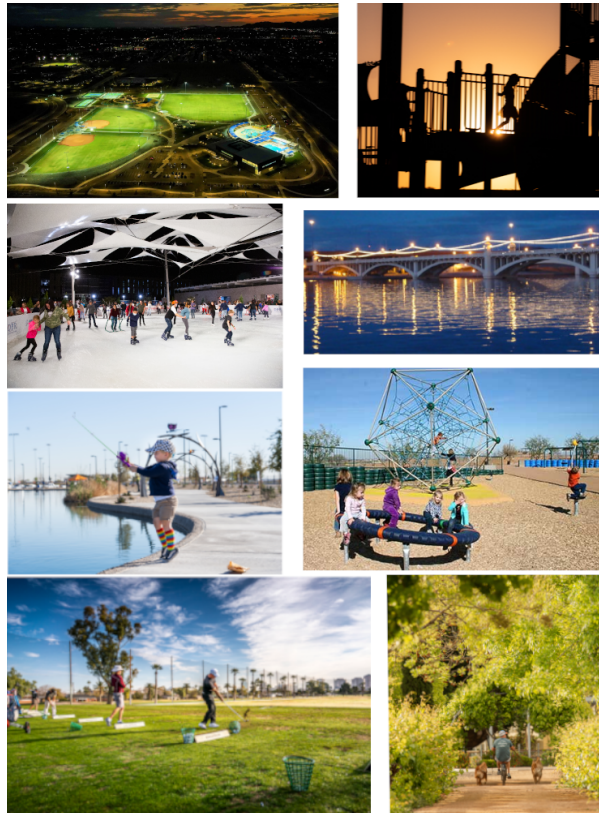
In FY 2019-20, the City of Surprise O&M expenditures per square foot decreased substantially due to the new Asante Library, a 10,000 square foot addition that opened in February 2020 and then halted operations in mid-March due to the pandemic.

The outlier for FY 2020-21 is the result of a massive drop in visits for Phoenix in 2021 due to the COVID-19 pandemic and continued operation of library branches to facilitate curbside pick-up service.

Library Services: Operation and Maintenance Expenditures per Visit



Total O&M Expenditures / Number of Total Library Visits



Parks and Recreation Services Influencing Factors

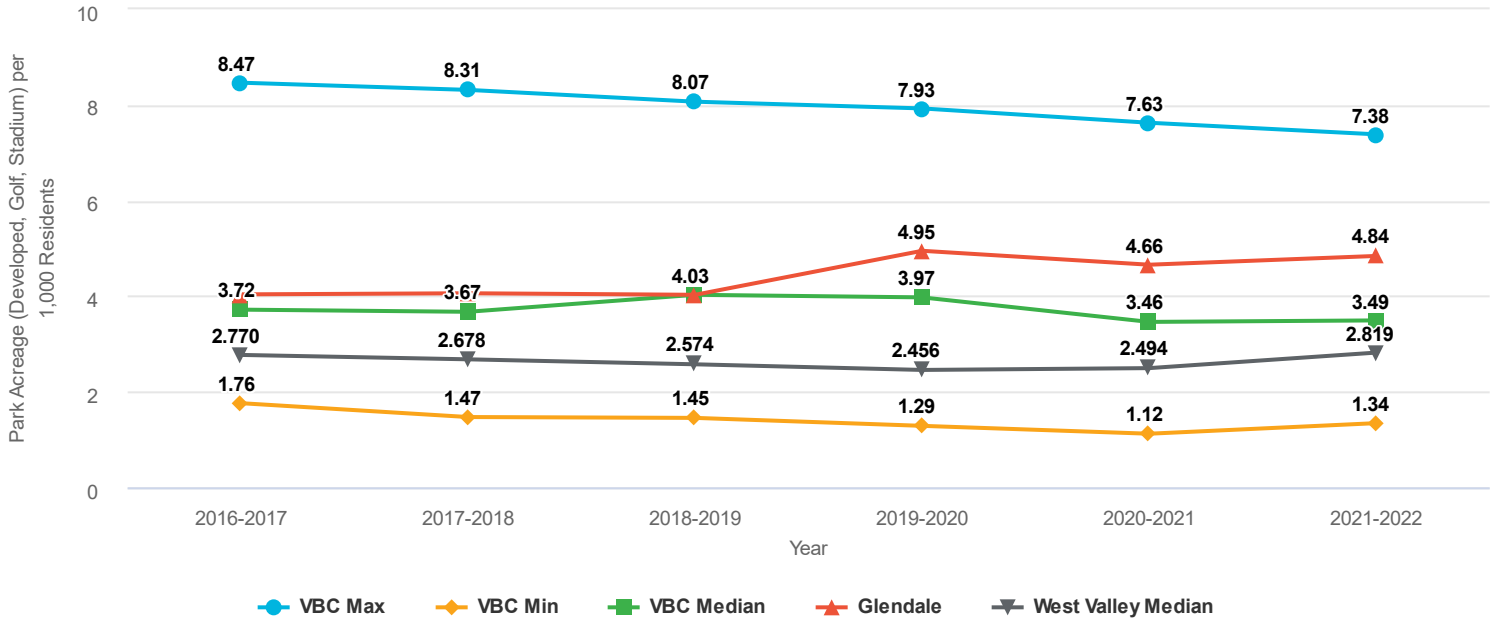
Services Offered by Private Sector: At times, recreation programs, parks, trails, and pools are offered by private organizations, such as homeowner associations. The availability and quality of private programs and amenities influence the extent to which cities consider offering similar programs and amenities.

Customer Feedback: Feedback from the community is vital to understanding what services are desired and what the community values most in parks and recreation services.

Social Demographics: The socioeconomic and demographic make-up of a community can influence recreation centers and other amenities. Communities with larger low-income populations have a higher demand for low-cost or free recreation programs, public pools, and recreation centers for people of all ages.

Geography/Open Space Recreation Areas: Geography helps shape how cities define recreational activities and what amenities are offered. Individuals who live closer to outdoor recreation areas than developed municipal parks influence the demand for parks in a city. If recreation exists in close proximity for citizens, such as preserves, trails, and open spaces, their need to visit a developed park is diminished, which influences developed park acreage.

Parks and Recreation Services: Park Acreage (Developed, Golf, Stadium) per 1,000 Residents

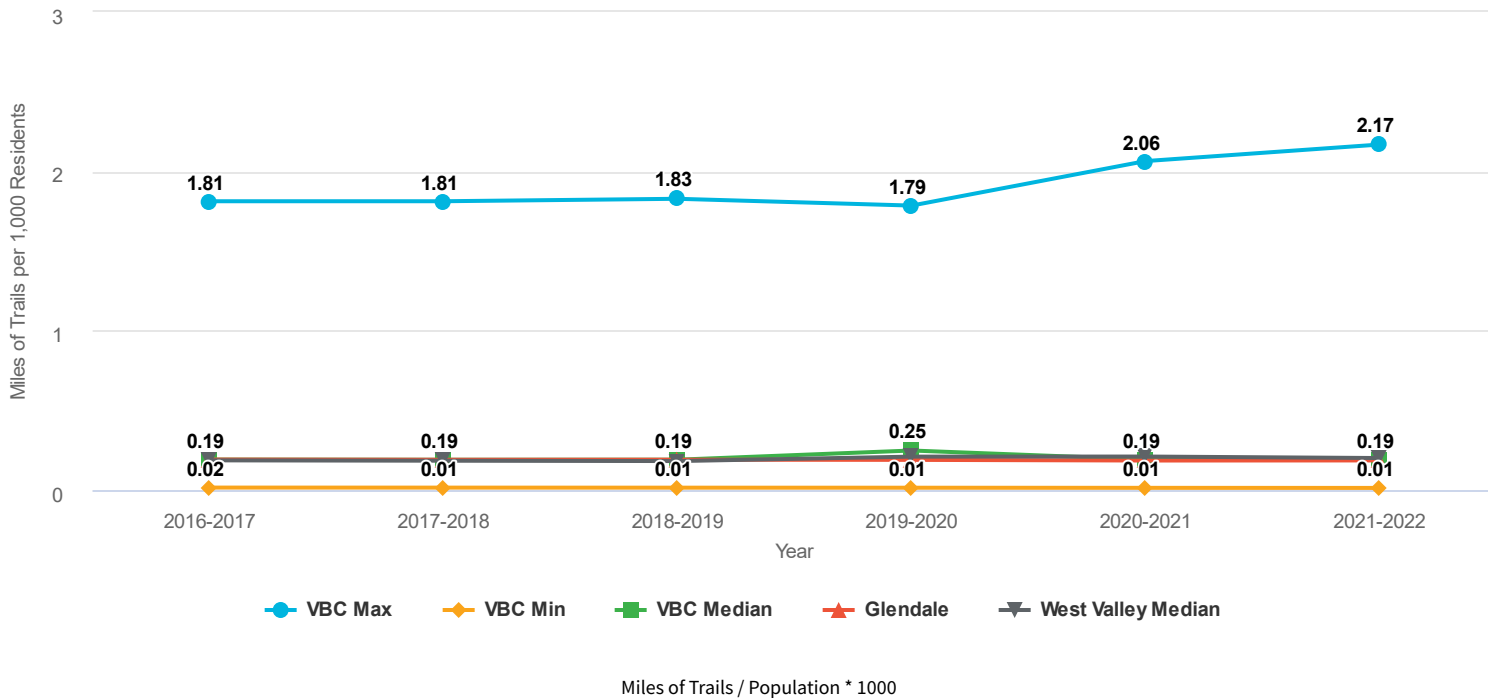


$(\text{Park Acreage for Public Use} - \text{Developed Park Acreage} + \text{Park Acreage for Public Use} - \text{Golf Course Acreage} + \text{Park Acreage for Public Use} - \text{Stadium Acreage}) / (\text{Population}) * 1000$

Park acreage has not seen significant change among Valley communities since FY 2014. There is a slight downward trend in park acreage per 1,000 residents among some communities due to population growth. As the population continues to increase and communities approach full build-out, this trend is expected to stabilize.

Park acreage includes developed park acreage, golf course acreage, and stadium acreage. Natural preserve acreage, applicable to Buckeye (8,675 total acres), Gilbert (322), Glendale (1,112), Peoria (3,091), Phoenix (36,410), Scottsdale (30,580), and Tempe (304), is not included. Planned park acreage is also not included.

Parks and Recreation Services: Miles of Trails per 1,000 Residents



The average miles of trails per 1,000 residents has remained relatively stable among Valley communities from FY 2014-15 through FY 2021-22. Changes to this trend may occur when an individual municipality adds and opens new trails, as observed in FY 2019-20 when the City of Scottsdale opened 10 miles of a new hiking trail from their local preserve which provided an upward trend. This trend continues in FY 2020-21 and 2021-22 as Scottsdale continues to increase its preserved trails.

A community's geography influences its ability to add miles of trails. As the population continues to increase and communities approach full build-out, this trend is expected to continue stabilizing. Miles of trails include only those trails separated from the roadway and miles of trails in preserves.

The formula for Miles of Trails per 1,000 Residents is: Miles of Trails / Population * 1000



Water, Sewer, and Trash Services Influencing Factors

Drinking Water Source: The water source (or surface water, e.g. Salt River Project or Central Arizona Project) impacts costs of production due to different treatment requirements. Environmental conditions, seasonal demands, and the number of independent water supply and distribution systems also affect treatment costs.

Service Area: The size and conditions of the geographic area serviced, the elevation gain, and the number and density of customers affect water, sewer, and trash costs.

Conservation Programs: Programs and rate structures can provide incentives or disincentives for water consumption, waste reduction, and recycling.

Facilities: The size, technology used, and ownership of the facility (joint/shared or local) impact the cost of water, landfills, and recycling centers provided to customers.

Density: The size and type of residential, agricultural, and commercial properties influence water consumption and trash tonnage collected.

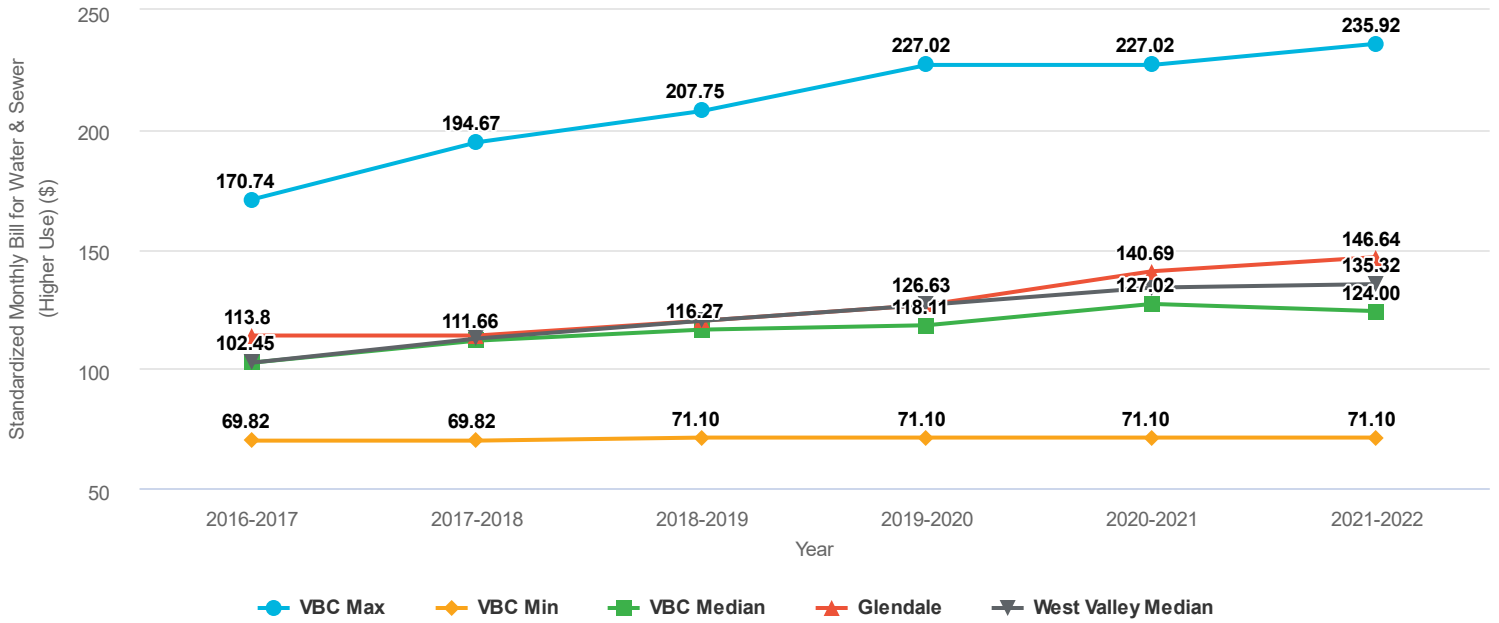
Irrigation or Use of Reclaimed Water: Consumption can be impacted if customers use water from separate irrigation districts for landscape watering.

Type of Services: The types of services included in collection fees vary by community and affect trash tonnage; e.g. uncontained and bulk trash collection.

Consumer Behavior: Consumer behaviors surrounding recyclable products are constantly changing. These changes can impact waste streams, and consequently impact supply and demand in the recycling market. For example, as residents and businesses do more communicating, reading, and shopping online, recycling in the form of paper mail, newspaper, magazine, and correspondence have declined, while cardboard recycling from online shopping has increased.

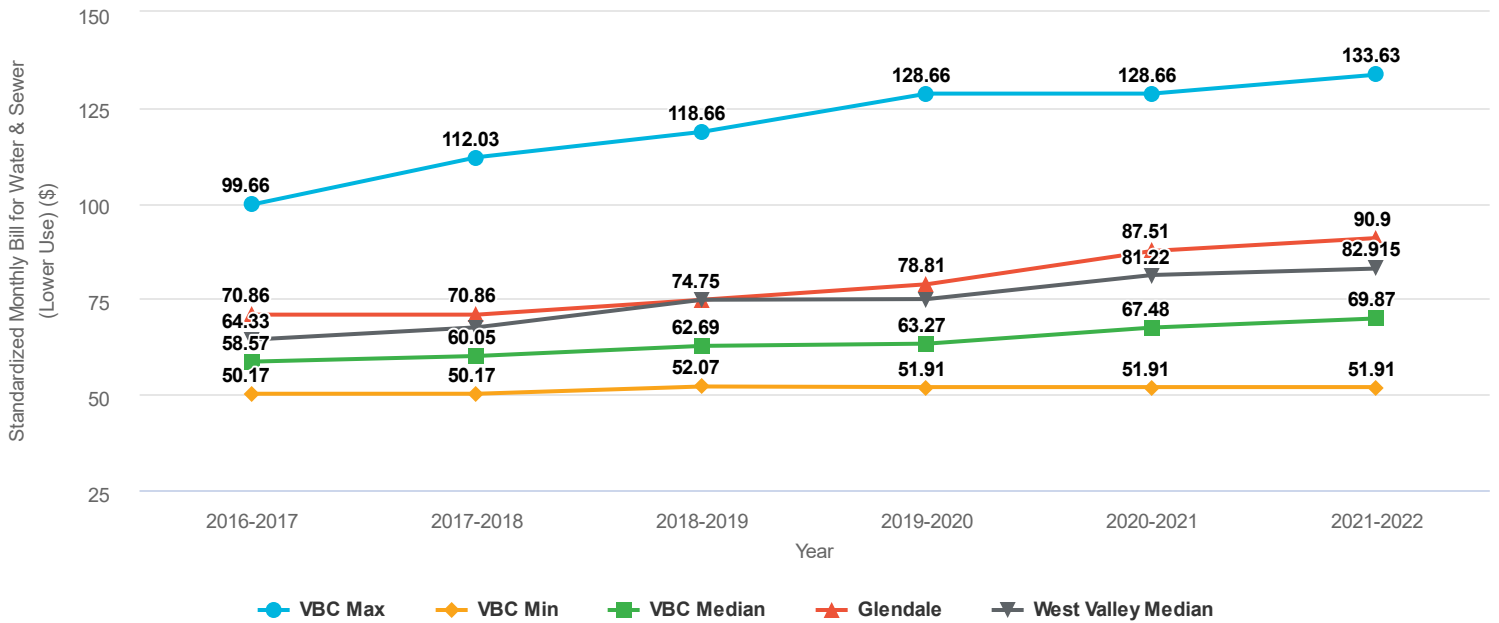
Market Rates: The market for recycled materials impacts the production and net cost of recycling in a city. Historically, foreign nations have been the primary consumers of recycled materials, but changes in recycling requirements and acceptable commodities are affecting the amount of household waste diverted to recycling.

Water, Sewer, & Trash Services: Standardized Monthly Bill for Water & Sewer (Higher Use)



Assumes Single-Family Residential Water Use 17,000 Gallons on 1 Meter and Sewer Use 12,000 gallons. Taxes Not Included. Rates are for Municipal Water Providers Only.

Water, Sewer, & Trash Services: Standardized Monthly Bill for Water & Sewer (Lower Use)



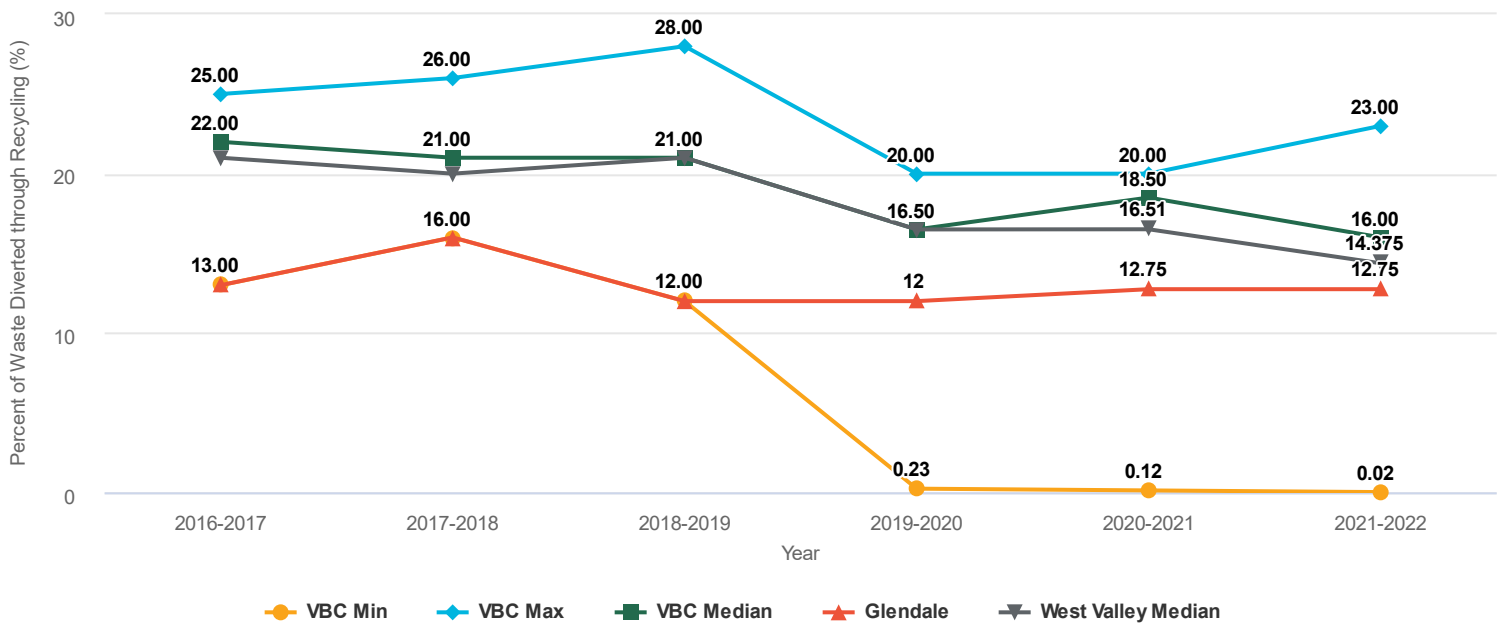
Assumes Single-Family Residential Water Use 9,000 gallons on 3/4" Meter and Sewer Use 8,000 gallons. Taxes Not Included. Rates are for Municipal Water Providers Only.

Water and sewer combined monthly rates for both higher and lower use continue to increase gradually and steadily for communities throughout the region.

Water and sewer rates are set individually by each community and have many variables. This chart does not compare the average or typical customer in each community but rather visualizes what the standardized monthly bill would be for a customer with the same meter size and water usage. Because rates differ based on higher or lower water use, both charts are provided to reflect the range of customers serviced.

Even customers with the same water usage may have different sewer rates because of variations in how each community calculates those charges. The higher use is calculated using the equivalent of a 1" meter with water use of 17,000 gallons and sewer flow of 12,000 gallons. The lower use is calculated using the equivalent of a 3/4" meter with water use of 9,000 gallons and sewer flow of 8,000 gallons.

Water, Sewer, & Trash Services: Percent of Single Family Residential Waste Diverted through Curbside Recycling



Diversion Rate is (Recycling Tons / Total Waste + Recycling Tons Combined)

From FY 2013-14 to 2018-19, communities diverted about 22% of single-family residential waste through recycling each year. In FY 2019-20, four communities ceased or reduced their recycling services, resulting in a significant drop in the recycling rates shown in the charts. The reduction was caused in large part by a decline in market rates for recycled materials in 2018.

An additional blow was dealt when the Salt River Pima Indian Community's Republic Services recycling plant burned down in October 2019. This plant provided 100% of the City of Scottsdale's recycling services, and 60% of the City of Mesa's, and its loss significantly increased the number of recyclables sent to landfills in these communities.

The remaining communities showed slight declines in their service levels, and declines are expected to continue across all communities as they seek innovative solutions to waste reduction and diversion.

Waste diversion is the prevention and reduction of landfilled waste through the recycling of collected residential waste. The diversion rate is calculated by dividing the recycling tonnage by the total waste and recycling tonnage combined, or the total tonnage collected.



Finance and Administration Services Influencing Factors

Population: As a city’s population increases, so do the demands for service and corresponding staffing levels. Cities with a larger population are often able to generate more revenue to support these services, providing increased flexibility for unique or enhanced programs. In addition to a city’s resident population, a community’s non-resident daytime population can influence the amount and level of services required.

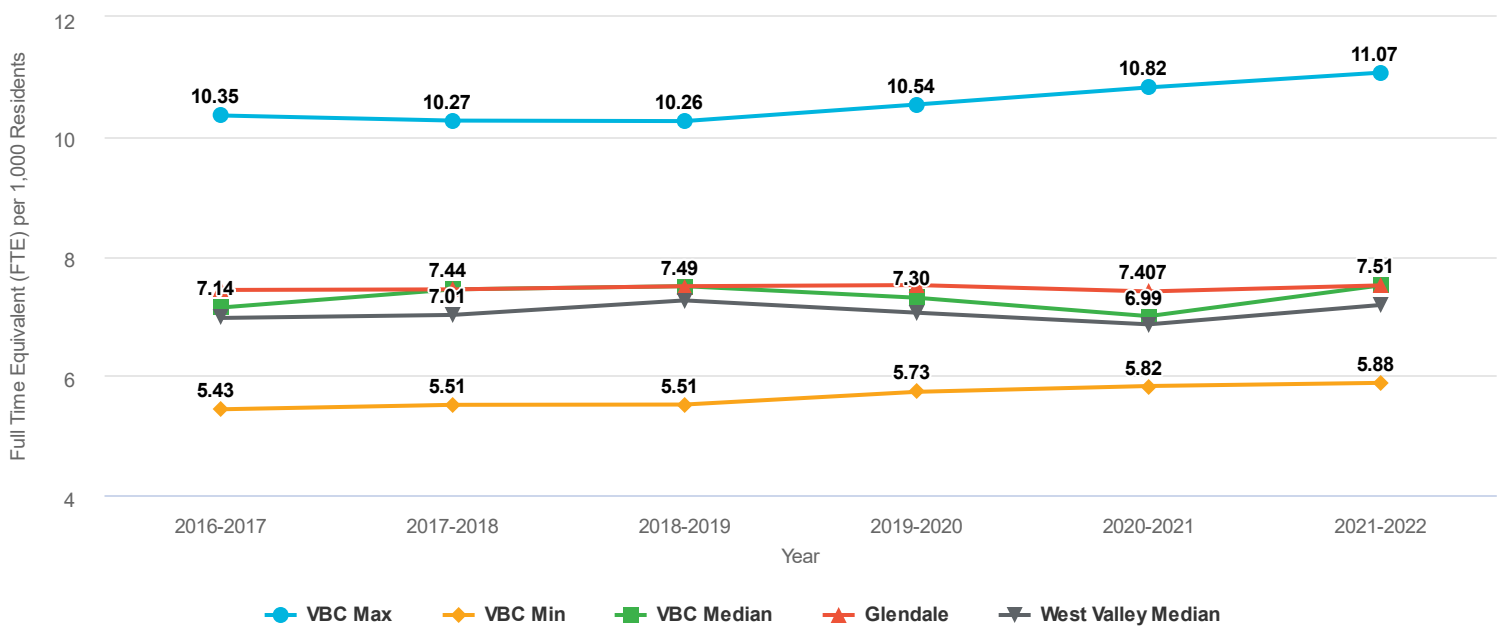
Service Methods: Staffing levels are influenced by whether services are performed by internal staff or provided by contract, which can vary between cities.

Regional Responsibilities: Some cities (primarily Phoenix) have regional responsibilities that require additional staffing. Examples include Sky Harbor Airport and Phoenix Convention Center.

Paying for Service Delivery: Over time, cities have decided to enhance or improve certain services, thus requiring additional revenue sources. For example, some cities use a Primary Property Tax to generate additional operating funds.

Financial Health: The fiscal health of a community can be difficult to summarize with one measure, but a commonly accepted approach is to compare bond ratings. A high bond rating is an indicator of financial health, since rating agencies look for acceptable financial practices, consistent revenue streams, expenditure control, healthy fund balance reserves, the socioeconomic composition of the community, and the value of the tax base.

Finance Services: Full Time Equivalent (FTE) per 1,000 Residents



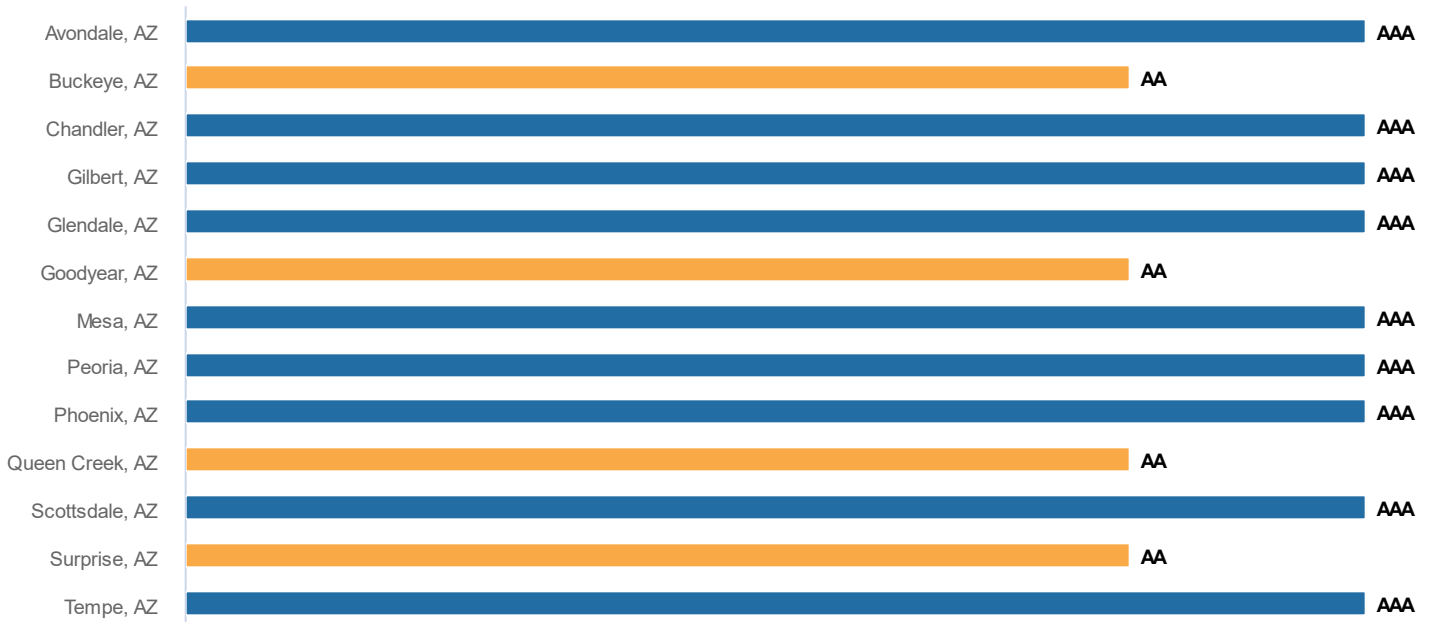
Total FTE for Fiscal Year / Population * 1000

FTE per 1,000 Residents has remained relatively stable, with a few exceptions. In FY 2019-20, two communities saw significant increases of 1.37 and .63 FTE per 1,000 Residents. In FY 2020-21, communities saw decreases of 0.7 and 0.3 FTE per 1,000 Residents.

Despite these exceptions, the great majority of annual fluctuations are minor and are likely due to employee attrition and population change.

The formula for FTE per 1,000 Residents is: Total FTE for Fiscal Year / (Population / 1000)

Valley Benchmark Communities 2021 Bond Ratings



In FY 2021-22, the bond rating of one Valley community increased from AA to AA+ while another community was reduced from AA+ to AA. Bond ratings for all other Valley communities have been stable and increasing year after year. All communities are currently rated AA or higher.

Cities report the highest bond rating regardless of the rating agency. Bond ratings range between D and AAA.

Annually, since FY 2013-14, the Valley Benchmark Cities initiative publishes a report to share Valley-wide measures with city leadership and the public. This report includes measures in the following service categories: Demographics, Fire Services, Police Services; Library Services; Parks and Recreation Services; Water, Sewer, and Trash Services; Finance and Administration Services.

FY 2016-17: The report moved away from individual community trends to a report based upon regional trends using the maximum, minimum, median, and average of the 11 cities' data. The definition of each metric is listed beneath the chart title. Notes detailing the regional trends identify explanations of what caused any changes, and are included beneath the chart for each measure. Each city's individual data can be found in the Appendix.

FY 2017-18: The report added three new Library measures per the recommendation of the Valley City Managers: Physical Item Turnover Rate, Operating & Maintenance per Square Foot, and Operating & Maintenance per Visitor.

FY 2018-19: The report began adding notes to the "Appendix" to record any changes in individual cities that affect this year's data collection, but do not necessarily affect trends throughout the region. Additionally, the data definitions for Water, Sewer, and Trash measures were refined to replace the term "typical monthly bill" with "standardized monthly bill" to describe water and sewer rates in the Valley.

FY 2019-20: Significant efforts were made to clarify definitions and measure titles to ensure consistency in data reporting across all cities. Among the measures adjusted were: [Fire/Medical] Top Priority Fire Response, [Police] Top Priority Police Response, Police Calls - Officer Initiated, [Parks & Recreation] Miles of Trails, [Finance & Administration] FTE Positions for Fiscal Year, FTE Positions Authorized, Part Time FTEs Authorized for Fiscal Year, Seasonal (Temp) FTEs Authorized for Fiscal Year, [Water, Sewer, & Trash] Percent of Waste Diverted through Recycling, Total Waste (Landfill) in Tons, Total Recycled in Tons.

With these clarification efforts, several measures were identified as having been reported inconsistently across cities in past fiscal years. The historical data for these measures has been recollected and updated in the report, and the affected measures are noted in the appendix.

FY 2020-21: The report moves from the GovBenchmark software to Envisio Performance Analytics. This allows for a far more convenient and visually interesting representation of the report.

Buckeye and Queen Creek officially join in Spring and Summer 2021 respectively. Their community's data points are first made available in the 2020-2021 Trend Report.

Valley Benchmark Cities officially becomes Valley Benchmark Communities with Maricopa County officially joining the organization in Spring 2022.



All photos used in this report were provided by the Valley Benchmark Communities.

Contributions to this report were made by the following individuals:

Avondale

- **Torin Sadow**, *Senior Management Analyst*

Buckeye

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- **Amber Beaman**, *Administrative Assistant*

Chandler

- **Steven Turner**, *Assistant to the City Manager*

Gilbert

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- **Christopher Scott**, *Management & Budget Analyst*

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- **Khala Stanfield**, *Director of Organizational Performance*

Goodyear

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- **Ryan Bittle**, *Budget & Research Finance Manager*

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- **Daniel Murillo**, *Council Assistant*

Phoenix

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- **James Ho**, *Budget & Research Department Management Assistant II*

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- **Samantha Womer**, *Public Information Specialist*

Scottsdale

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- **Brock Schroeder**, *Management Intern*

Surprise

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- **Kelsey Lamphier**, *Assistant to the City Manager*

Tempe

- **Adam Samuels**, *Strategic Management Analyst*
- **Wydale Holmes**, *Interim Strategic Management Director*

Arizona State University

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