

# STRATEGIC PLAN 2018-2023



**WESTMARC**

*15 Communities... One Voice*

## LETTER FROM THE CEO



Dear Friends,

The West Valley of Greater Phoenix continues to be one of the fastest growing regions in the country. The West Valley is comprised of 15 communities encompassing 3000 square miles west of Interstate 17. The region is home to 1.7 million residents ranging from established corporate executives to an up-and-coming millennial workforce. The median age is 35 years old with 64% of residents being workforce age. The West Valley is also one of the most culturally diverse regions in Arizona and well known for our minority-majority population. Over the past two decades, this region has attracted young families, an experienced work force, fortune 500 companies, luxury housing communities, world-class sports and entertainment amenities, all adding to a high quality of life for residents. The West Valley's secret sauce is having open and actively engaged residents who support each other, their community and local businesses.

WESTMARC, a coalition of public, private and education leaders is committed to the West Valley's economic vitality and enhanced quality of life. It is a place for stakeholders to connect, collaborate and take-action to promote the West Valley within the state and country.

WESTMARC is governed by a Board of Directors, representing business, education, government and non-profit leaders who set the strategic direction for the organization. The main priorities of promoting the West Valley, enhancing economic development, and increasing member value drive our daily work. As the President and CEO, my team and I work with members of the WESTMARC Issue Committees to implement the goals of the Board of Directors. These priorities will guide the organization's strategies over the next several years.

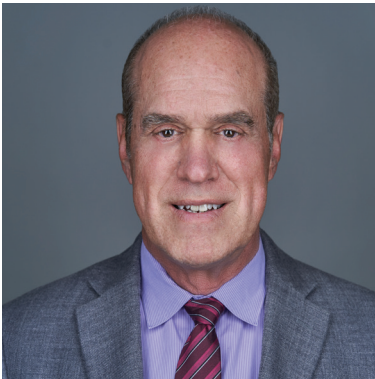
I would like to thank the WESTMARC Board of Directors and all members for their active participation, community involvement, financial investment, and strong passion for moving the West Valley forward.

Sincerely,

*Sintra Hoffman*

Sintra Hoffman  
President and CEO

## EXECUTIVE COMMITTEE



**Chair**  
Neil Terry  
Orcutt Winslow  
Partnership



**Treasurer**  
Sebastian Porchini  
FirstBank



**Secretary**  
Courtney Ophaug  
Banner Estrella

### Officers

Chair – Neil Terry, Partner – Orcutt Winslow Partnership  
Chair Elect – Christina Oh, CEO– Abrazo West  
Treasurer – Sebastian Porchini, Vice President, FirstBank  
Secretary - Courtney Ophaug, CEO - Banner Estrella

### Members

Dr. Joshua Baker  
Ron Castro, West Valley Bank President - BNC National Bank The Honorable Patrick Duffy, Councilmember - City of Surprise  
The Honorable Paul Faith, Vice Mayor - Town of Litchfield Park Julie Giese, Sr. Director of Business Operations – ISM Raceway  
The Honorable Betty Guardado, Vice Mayor – City of Phoenix  
The Honorable Clint Hickman, Supervisor – Maricopa County  
The Honorable Georgia Lord, Mayor – City of Goodyear  
The Honorable Ray Malnar, Councilmember– City of Glendale  
Bridget Schwartz Manock – Central Arizona Project  
Michael Martin, Director of Economic Development, - APS

### Executive Advisory Committee

Sharon Grambow, Chief Operating Officer – Sun Health Senior Living  
Jonathan Howard – Quarles and Brady  
Joe LaRue, President & CEO – Sun Health  
Bobbi Magdaleno, Executive Director, Government and Community Engagement - ASU Herman Orcutt , Founder – Orcutt Winslow Partnership (Retired)



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## INTRODUCTION & PURPOSE

WESTMARC was created in 1990 as a coalition of the public, private and education sectors to address important issues facing the West Valley - Transportation; Education; and preservation of Luke Air Force Base. Through the success of the region's leaders, those issues are now the foundation for current economic activity. Today, the West Valley is keenly focused on economic development growth and job creation. To accomplish this, WESTMARC is focused on demonstrating the region's workforce, increased buying power and high quality of life. Successful communication of this transformation means reversing outdated perceptions and re-branding the West Valley.

Economic forecasts and growth projections show that the economic opportunity for the future of Arizona lies within Western Maricopa County. Over the next 25 years, 49.5% of the growth in Maricopa County will occur in the West Valley. WESTMARC continues to work with regional stakeholders to ensure this community is ready to meet the associated demands.

The WESTMARC Board of Directors held a Strategic Planning Retreat in October of 2017, and confirmed WESTMARC's continued role, as the regional organization, to promote the West Valley as a place of quality communities, economic vitality and job creation. In doing so, strategies are being developed to enable all communities and sectors of WESTMARC to speak with one united voice.

### WESTMARC Vision Statements

- WESTMARC will enhance the perception of the West Valley as the premier location for business opportunities and quality communities
- WESTMARC is the regional organization to join for everyone with West Valley interests
- WESTMARC is the leader in enhancing economic development opportunities for the West Valley

### WESTMARC Priorities

- Promote the West Valley with one united voice
- Enhance the West Valley for economic development vitality
- Increase member value and engagement



## PROMOTE THE WEST VALLEY

The WESTMARC Board of Directors identified promotion of the West Valley with one united voice, as a strategic goal and important pillar. Given the number of unique communities that make up the West Valley, WESTMARC will employ various methods to communicate and promote the region's united message.

### **Regional and Statewide Media**

WESTMARC continues to strengthen relationships with the Phoenix Business Journal, Arizona Business Magazine, the Arizona Republic and other print and radio media partners for strategic promotional opportunities and increased exposure.

### **Social media**

WESTMARC takes advantage of media outlets such as Facebook, Linked-In, Twitter, etc. as a marketing tool for events, member exposure, etc.

### **Marketing Materials**

WESTMARC continues to update and distribute its "West Valley: 15 Communities One Workforce," quality of life brochure, regional asset map, GMFTZ brochure and other key materials that promote the West Valley's key assets, economic drivers, ongoing growth, and quality development.

### **WESTMARC Website**

WESTMARC's website is designed to focus on promoting the West Valley and providing timely and useful information for members and potential business locates. The new website will provide greater opportunities to connect readers to key West Valley resources. Additionally, the new website will increase opportunities for direct member interaction and allow them to increase exposure through their own input.

### **West Valley Marketing Collaborations**

A key goal in 2018, is to create several collaborations toward enhancing promotion of the West Valley. The first will include public relations personnel from West Valley community, business, and education sector partners who have a vested interest in positive and coordinated messaging about West Valley assets. Approaching the media together as a collaborative group will better promote assets individually and the region collectively.

### **West Valley Asset Tours**

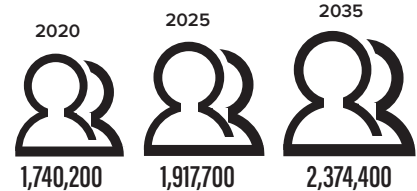
WESTMARC's West Valley Asset Tours have proven to be an effective mechanism to promote assets that enhance the quality of life, work, education, etc. in this region. These tours are also very valuable as they provide opportunities for members to showcase their operations to larger, diverse audiences. WESTMARC will enhance the tours and continue them into 2018.

# PROMOTE THE WEST VALLEY

## PERFORMANCE MEASURES:

1. Created a group of media relations and communication professionals to collaborate for increased positive coverage of the West Valley.
2. Developed a messaging plan and calendar.
3. Launched the new WESTMARC website, focusing on promoting the West Valley.
4. Produced the West Valley Quality of Life brochure and other marketing materials.
5. Increase media exposure by 15%. Not sure where this stat is at currently
6. Developed a physician / executive relocation package in partnership with Phoenix Relocaiton Source

## Projected Population Growth



Source: Maricopa Association of Governments (MAG), 2016 Population Projections



**1.7 MILLION** people live in the West Valley.



**69%** of advanced business workers commute outside of the region to work in other parts of Maricopa County.



**40%** of Phoenix residents live west of Interstate 17. Phoenix, the state's largest city, has a population of 1.5 million.



**34%** of the manufacturing workers in Maricopa County live in the West Valley.



**\$75,556** is the average annual income for households in the West Valley.



**36%** of the healthcare workers in Maricopa County live in the West Valley.



**64%** of the West Valley population is workforce age.



**32%** of the professional finance and insurance workers in Maricopa County live in the West Valley.

## Increased Buying Power

Average household income: \$75,566.

Household Income Range: 30% of the West Valley's residents fall into the range of \$75k - \$149,000.

Several pockets of the West Valley exceed \$150,000.

# ENHANCE ECONOMIC DEVELOPMENT

## Growing the West Valley's Workforce

Today, the leading conversation in business attraction and expansion is the availability of a talented, skilled and educated workforce. While we anecdotally know this region has a talented workforce, economic development professionals have experienced challenges demonstrating the numbers. Traditional data sources report workforce information by place of employment, rather than place of residence. This flaw has perpetuated misperceptions about the actual talent and buying power in the West Valley. Through a partnership with Maricopa Association of Governments and Arizona State University, WESTMARC was able to collect and analyze data on the current workforce.

The outcome of this first step led to a stakeholder driven and supported, workforce development plan. This five-year workforce development Implementation strategy - West Valley Pipeline - validates the current talent and provides near and long-term strategies to strengthen connections between business and education to produce a marketable workforce pipeline. Consistent, focused messaging will be used to re-brand the perception of the region's labor pool and coordinate resources and partnership to build the workforce pipeline based on occupational demands and required skills.

**6 TARGET INDUSTRIES:**  
Aerospace & Aviation, Advanced Business Services, Advanced Manufacturing, Healthcare, Information Technology / Cybersecurity, Transportation and Logistics / Supply Chain Management.

## WEST VALLEY PIPELINE STRATEGIES AND GOALS

### PILLAR I

#### INDUSTRY & EDUCATION PARTNERSHIPS

- Address skills gap through partnerships
- Create career pathways for in-demand occupations
- Integrate soft skills in K-12
- Support STEM education
- Re-brand vocational education and Career & Technical Education (CTE)

### PILLAR 2

#### COMMUNICATION STRATEGIES

- Convey consistent message to employers
- Build key message platform
- Re-brand vocational education and Career & Technical Education (CTE)

### PILLAR 3

#### COMMUNITY OUTREACH

- Operate regional collaborative business outreach program
- Conduct resident and commuter survey



# ENHANCE ECONOMIC DEVELOPMENT

## **Greater Maricopa Foreign Trade Zone (GMFTZ)**

The Greater Maricopa Foreign Trade Zone (GMFTZ) is an economic development tool for business attraction in the manufacturing and logistics space. The GMFTZ enables the West Valley to compete for projects that entail a significant amount of foreign import-export activity by reducing operating expenses and property taxes for qualifying companies. West Valley communities' benefit from the job creation, increased economic and business development that results from GMFTZ projects.

West Valley cities are keenly aware of the benefit of this business attraction tool and the employment opportunities for their residents. For these reasons, WESTMARC is dedicated to the success of the program

## **GMFTZ ECONOMIC IMPACT**

**FT Jobs Annual Operations: 14,716**

**Economic Output: \$2.3B**

**Wages: \$733m**

**Tax Revenue Benefit: \$87M**

# ENHANCE ECONOMIC DEVELOPMENT

## Promoting a Quality West Valley Lifestyle

Quality of life has become an increasingly key factor in the site selection process. WESTMARC convened a Quality of Life committee to define the elements of a quality lifestyle, inventory regional assets and promote this information on a regional basis. Family oriented amenities, nightlife options, world-class entertainment, sporting events and outdoor recreation opportunities make the West Valley a high-quality community for residents and new businesses. WESTMARC promotes these lifestyle offerings through the delivery of a Quality of Life brochure, video messaging, website, etc. to market the region both in-state and to business locates. Through partnership with Phoenix Relocation Source, we will continue to highlight the West Valley's unique characteristics, diversity, amenities' and opportunities.



## Economic and Tourism Decision Influencer's

WESTMARC partners with organizations whose primary focus is to reach those outside of Greater Phoenix/Arizona for economic development and tourism purposes. This includes economic development organizations such as the Arizona Commerce Authority (ACA) and the Greater Phoenix Economic Council (GPEC), the commercial and residential real estate community, and convention and visitors' bureaus. The primary goal is to deliver a strong and united West Valley message providing current data and information to those partners to ensure they have the most up-to-date and accurate tools to promote the region.

## Policy Advocacy

Policies and programs created for our region and state directly affect opportunities for the West Valley. Active engagement with policy-makers ensures they are provided with information on the West Valley's legislative priorities related to the economic vitality of this region. A clear and focused Legislative Agenda is paramount as our policy representatives make decisions that impact the West Valley's economy.

## Pursuing Infrastructure Programs

Well planned infrastructure (energy, transportation, technology, water) is essential in order for West Valley communities to capture immediate business expansion and attraction opportunities, and pro-actively plan for the best economic opportunities for residents. WESTMARC convenes conversations on changing technologies and their impact on business and residential services to create a smart region. WESTMARC works hand in hand with GPEC to support the implementation of the Connected Place and development of a smart region. Additionally, WESTMARC works with MAG and other regional stakeholders to support programs addressing the need to develop new, and replace aging, infrastructure.

# ENHANCE ECONOMIC DEVELOPMENT

## PERFORMANCE MEASURES:

1. Collect, organize and communicate data and materials that demonstrate the West Valley's workforce.
2. Collect, organize and communicate data and materials that demonstrate the West Valley's quality of life.
3. Execute goals and strategies of the Workforce Development Implementation Strategy. (See page 7.)
4. Examine and pursue programs to enhance infrastructure in the West Valley.
5. Increase West Valley presence in statewide and regional economic development activities through partnerships with the ACA and GPEC.
6. Increase media exposure for the West Valley by 15%.
7. Develop relevant and timely legislative priorities and communicate through the Annual Legislative Agenda.
8. Increase engagement in Greater Maricopa Foreign Trade Zone, marketing, administrative and business development activities.
9. Demonstrate the necessity of workforce support for Class A Office attraction & development.



# INCREASE MEMBER VALUE

WESTMARC is fortunate to have a strong, connected, engaged and passionate membership who share the common goal of improving the business climate, economic vitality and quality of life in the West Valley. This is the only organization representing West Valley interests by connecting three important and interrelated sectors: Business; Education; and Government.

Member value and partnership engagement is the main focus of WESTMARC. All organizational initiatives are member driven, and with teamwork, successfully executed. WESTMARC is the place for conversations, coalitions and action to advance the West Valley's economic agenda.

## Member Engagement:

### West Valley's Legislative Voice

WESTMARC has reconstituted an Annual Legislative Agenda that is intended to guide conversation and position statements affecting the economic vitality of this region, the organization's mission and membership. Key areas include:

- **Economic Development**
- **Education**
- **Fiscal Responsibility and Taxation**
- **Healthcare**
- **Infrastructure**
- **Land and Regulatory Affairs**
- **Military Preservation**
- **Quality of Life**

### Communications

Communicating with our investors and providing platforms for greater exposure and business connections is WESTMARC's best method for member engagement. Communication tools include Weekly Headlines (E-Blasts), social media such as Facebook, Twitter, Instagram and LinkedIn. These popular options allow for timely dissemination of information to members.

The WESTMARC website has undergone a major update. The new website has a more streamlined look. This upgrade also allows for increased member exposure.

### Innovative Informational Summits and Forums

WESTMARC will organize more educational opportunities for its members to interact with one another through activities which promote the West Valley. This will include topic specific summits, workshops, and other forums for members to learn about key issues and solutions for improving member business operations. Summits and expos will focus on the targeted West Valley industries.

## INCREASE MEMBER VALUE

### **Informational Sessions and Asset Tours**

Through its committees and activities, WESTMARC holds information sessions and asset tours, open to all members to promote business as well as educate members on important services and programs in the West Valley. Additionally, Board meetings and other convening discussions rotate to key sites around the West Valley for greater exposure of those assets.

### **Ambassador Program**

WESTMARC membership embodies a variety of dynamic leaders across membership sectors. The Ambassador Program will provide a framework for members to approach and educate others about the work of the organization and the value of involvement and membership. This program will educate members on key messages focused on the mission and goals of the organization. This will ensure consistency of messaging and increase the fluency of Ambassadors' they share WESTMARC information which will facilitate new/increased membership and engagement.

### **Key Issue Committees**

WESTMARC regularly convenes six committees each focused on issues of importance to the West Valley and relevant to the organization's mission. These committees create an environment for relationship-building while working on issues and projects that improve the quality of life in the West Valley. WESTMARC members are encouraged to participate in one or more Issue Committees. Committee participation has many points of value for members:

- **Learn what's happening in the West Valley from guest speakers and subject-matter experts.**
- **Be an active participant in shaping the region.**
- **Build relationships with other members with similar interests.**
- **Develop new business opportunities.**

### **Signature Events**

WESTMARC holds five signature events each year. The WESTMARC signature events provide opportunities to educate, recognize, and promote what is happening in the West Valley. Events include luncheons, receptions, golf tournaments, award dinners and more! For a listing, please see page 14.



# INCREASE MEMBER VALUE

## ISSUE COMMITTEES

### **Economic Development:**

The Economic Development Committee is focused on regional strategies to enhance the West Valley's economic development capabilities. The key priority of this Committee has been the development and now implementation of the workforce development strategy -West Valley Pipeline. The Committee works to inform members about business attraction tools, such as the Greater Maricopa Foreign Trade Zone, and other West Valley economic drivers and assets. This Committee also leads the planning for the Annual Economic Development Summit. A subcommittee has been formed to work on the attraction and development of Class A office space to position the region to attract projects, companies and employment opportunities for our diverse, skilled advanced business workforce.

### **Education and Workforce Development:**

The Education and Workforce Development Committee addresses issues affecting the quality of education in the West Valley at all levels (P-20, (preschool, K-12, CTE and post-secondary). The committee is keenly aware of and coordinated to enhance and implement the work of the Economic Development Committee in their efforts to support the growth of a talented workforce. Work has begun to collect West Valley education data that is demonstrative of progress, successes and best practices. The data is critical to appropriately message the regional education system for the purpose of business attraction. This Committee works to create and strengthen connections between the business membership/community and education. They have done so through the creation of an Education Asset inventory, as well as introducing expert speakers to the conversation, leading to further committee action.

### **Healthcare:**

The Healthcare Committee is the region's innovative leader in ensuring the West Valley's top industry, healthcare is at the forefront. This Committee is instrumental in addressing issues and providing solutions in industry workforce shortages through partnerships, round-table discussions, and career expos. The Committee is leading efforts in partnership with the Quality of Life Committee to create a physician / executive recruitment package. The Committee led a successful Healthcare Innovation Summit in 2018 to provide information on the changing landscape of healthcare and impacts on the region and state and will hold a second summit in 2020. A subcommittee has formed to take on a West Valley regional healthcare needs assessment and gap analysis to identify underserved services, service areas and required workforce to meet the current and future demands.

### **Infrastructure:**

The Infrastructure Committee addresses long-term planning issues that affect this key component for economic development growth. The Committee focuses on transportation, water, energy, and technology impacts to ensure the West Valley has a regional voice in this space. The Committee brings industry leaders in to share their knowledge with members. The committee has forged a new partnership with the West Valley Water Association. Engagement has increased in the supra-regional work surrounding smart cities and regions to ensure regional collaboration and communication to solve local problems with technology solutions.

### **Public Affairs:**

The Public Affairs Committee in coordination with all other WESTMARC Issue Committees, develops the organization's Annual Legislative Agenda. This Agenda gives members a vehicle to discuss, form and advocate official positions on public policy issues facing the membership as related to the mission of WESTMARC.

### **West Valley Quality of Life:**

The West Valley Quality of Life Committee is focused on promoting the high quality of life and strong buying power of this region. The Committee will inventory West Valley assets that enhance the quality of life for residents and visitors to the state. They are highly aware of the importance of the impact this topic has for decision makers when locating new businesses or expanding existing ones. The committee has partnered with Phoenix Relocation Source to develop a physician / executive recruitment package and to build out the inventory of west valley highlight videos and other content for the purpose of attracting new businesses and individuals that are relocating to the state.

### **Marketing Committee:**

The Marketing Committee is focused on promoting the West Valley with one united voice. Composed of the West Valley's top communication professionals and stakeholders, the priority of the Committee is to develop and execute messaging that promotes our fifteen communities through all available resources. The Committee works to inform members about West Valley's talented and diverse workforce, economic development and the growing population of the West Valley.

# INCREASE MEMBER VALUE

## WESTMARC SIGNATURE EVENTS

### **West Valley State of the State Luncheon - January**

WESTMARC hosts the Annual State of the State Address each year, this luncheon provides a forum for Governor Ducey to share his Annual Legislative Agenda with the West Valley community.

### **Annual Business Meeting - February**

WESTMARC holds its Annual Business Meeting in February each year to elect the Board of Directors. The event is combined with a special speaker or panel to address the economy or other issues of importance to the West Valley and WESTMARC members.

### **Economic Development Summit - May**

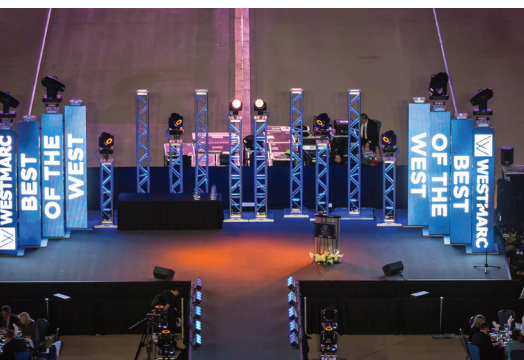
WESTMARC's Economic Development Summit provides members and the community with timely updates on plans for economic development in Western Maricopa County. The event features speakers and/or panels addressing current issues and opportunities for economic success.

### **Annual Golf Classic - September**

WESTMARC's Golf Classic provides an opportunity to golf with government and business leaders from the West Valley. The event is pure fun and includes a raffle and tournament prizes at the player reception immediately following the tournament.

### **Best of the West Awards Dinner - November**

WESTMARC's Best of the West Awards has been the signature event of the West Valley for more than twenty-five years. The event is designed to celebrate the best of Western Maricopa County, and recognize outstanding contributions to the quality of life, economic development, and innovation in the West Valley.





## INCREASE MEMBER VALUE

### PERFORMANCE MEASURES:

1. Increase awareness of and utilization of the web-based member database to promote our WESTMARC members.
2. Implementation of the Ambassador program.
3. Organize more opportunities for members to interact, learn, and communicate through activities that promote the West Valley.
4. Enhance opportunities to engage in policy issues affecting the West Valley.
5. Increase opportunities for expert speakers to share knowledge with WESTMARC members.





## PARTNERS



*Strong partnerships build resilient communities. We're fortunate to have great leadership organizations working together with a common vision to grow the West Valley's economic vitality.*

Sintra Hoffman, WESTMARC

# BOARD OF DIRECTORS

## Board of Directors

**Neil Terry**, Executive Chair - Orcutt Winslow Partnership  
**Courtney Ophaug**, Executive Secretary - Banner Estrella  
**Sebastian Porchini**, Executive Treasurer - FirstBank  
**Dr. Joshua Baker**, Executive Member  
**Ron Castro**, Executive Member  
**The Honorable Patrick Duffy**, Vice Mayor - City of Surprise  
**The Honorable Paul Faith**, Vice Mayor - Town of Litchfield Park  
**Julie Giese**, Executive Member - ISM Raceway  
**The Honorable Betty Guardado**, Councilmember - City of Phoenix  
**The Honorable Clint Hickman**, Executive Member - Maricopa County Supervisor  
**The Honorable Georgia Lord**, Mayor - City of Goodyear  
**The Honorable Ray Malnar**, Councilmember - City of Glendale  
**Bridget Schwartz Manock**, Executive Member - Central Arizona Project  
**Mike Martin**, Executive Member - APS  
**Sharon Grambow**, Executive Advisory - Sun Health Services  
**Jonathan Howard**, Executive Advisory - Quarles & Brady  
**Joe LaRue**, Executive Advisory - Sun Health Services  
**Bobbi Magdaleno**, Executive Advisory - Arizona State University  
**Herman Orcutt**, Executive Advisory - Orcutt Winslow Partnership - Retired  
**Claire Agnew**, Board of Directors - Valleywise Health  
**Ron Campbell**, Board of Directors - Arizona Cardinals  
**Matt Clark**, Board of Directors - Verizon  
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**John Graham**, President and CEO - Sunbelt Holdings  
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**Robert Interdonato** - General Manager, Strategic Enterprise - CenturyLink

**Dr. Spencer A. Isom**, Director of Business Development and Government Affairs - West-MEC  
**Dan Kelly**, Sr. Vice President - DMB  
**Jim Kenny**, President - El Dorado Holdings  
**The Honorable Michael LeVault**, Mayor - Town of Youngtown  
**Cole Libera**, City & County Government Relations Associate - Dorn Policy Group  
**Patrick Murphy**, Board of Directors - Arizona Coyotes Hockey Club  
**Bill Olson**, SVP, Division Manager - Newland Real Estate Group  
**The Honorable Mike Pineda**, Councilmember - City of Avondale  
**Michele Pino**, Commercial, Site Selection and Industrial Specialist - Land Advisors Organization  
**Julie Rees**, Principal - Triadvocates  
**Christopher Riggs**, Mayor - Town of Gila Bend  
**The Honorable Juan Rodriguez**, Mayor - City of Tolleson  
**The Honorable Rebecca Rovey**, Councilmember - Town of Wickenburg  
**Dr. Rey Rivera**, President - Estrella Mountain Community College  
**Dr. Teresa Leyba-Ruiz**, President - Glendale Community College  
**Mike Theile**, Sr. Vice President - UMB Bank  
**Roger Theis**, Board of Directors - Brookefield Properties Development

## Ex-Officio Board Members

**Sandra Bassett**, West Valley Arts Council  
**Michelle Hess**, Executive Director - Leadership West  
**Kevin Knight**, District Director - Congressman David Schweikert  
**Penny Pew**, District Director - Congressman Paul Gosar  
**Tom Sadler**, President and CEO - Arizona Sports and Tourism Authority  
**Ron Sites**, Executive Director - Fighter Country Partnership  
**Chris Toale**, Luke Air Force Base

## Honorary Director

**The Honorable Doug Ducey**, Governor - State of Arizona

## Director Emeritus

**The Honorable Janice K. Brewer**, Past-Governor - State of Arizona

# WESTMARC MEMBERS

**Chairman's Circle**

APS  
Arizona Cardinals  
Desert Diamond West Valley Casino

**Platinum**

Arizona Coyotes  
Arizona State University  
Banner Health  
Brookfield Properties Development  
El Dorado Holdings, Inc.  
Globe Corporation & Subsidiaries  
Phoenix Raceway  
Quarles & Brady LLP  
SRP  
Stifel, Nicolaus & Company, Inc.  
Sun Health  
Valleywise Health  
Verizon

**Premier Partners**

City of Peoria  
City of Surprise

**Gold**

Abrazo Health  
Bell Bank  
Central Arizona Project  
City of Avondale  
City of Buckeye  
City of Glendale  
DMB  
Epcor Water  
First Bank  
Gilbane Building Company  
Grand Canyon University  
Greenberg Traurig, LLP  
IRIS USA, Inc.  
Maricopa Community College District  
Merit Partners  
Orcutt Winslow Partnership  
Sunbelt Holdings  
University of Arizona Global Campus  
University of Phoenix

**Silver**

Akos MD LLC  
Alliance Bank of Arizona  
Carollo Engineers, Inc  
City of El Mirage  
City of Goodyear  
City of Phoenix  
City of Tolleson  
Coe & Van Loo Consultants, Inc

Copper Springs Hospital  
Core Construction  
Dignity Health  
Estrella Mountain Community Colleges  
Glendale Community College  
Haydon Building Corp  
Jennings, Strouss & Salmon, P.L.C.  
John F Long Properties LLP  
Land Advisors Organization  
Lumen  
Microsoft  
Midwestern University  
Newland  
Opus Development Company, L.L.C.  
Phoenix Children's Hospital  
Reliance Management  
Republic Services  
SDB  
Skanska USA Building  
Swire Coca-Cola, USA  
Town of Gila Bend  
UMB Bank  
University of Arizona  
USAA  
Valley Metro  
Venn Companies  
Vistancia Master Holdings  
Weitz  
WeSERV (West and South East Realtors of the Valley)  
West-MEC

**Bronze**

Abacus Project Management Inc.  
Adelante Healthcare  
Adolfson & Peterson Construction  
Arizona Gateway Logistics  
AZ Commerce Authority  
BNC National Bank  
BOK Financial  
Bowman Consulting Group  
Carefree Partners Investements  
Cawley Architects  
CBRE  
Chicanos Por La Causa, Inc.  
CivTech  
Colliers International  
Commerce Bank of Arizona  
Corgan  
Corporate Interior Systems  
Cushman & Wakefield  
DAVIS Southwest  
Deutsch Architecture Group  
Dircks Moving and Logistics

Dorn Poilcy Group  
EPS Group Inc  
FCI Constructors, Inc  
Fenagh Engineering  
Franklin Pierce University  
Garver  
Global Medical Response  
GMFTZ  
Goodwill of Central and Northern Arizona  
Gust Rosenfeld P.L.C.  
HDR  
Healthcare Management of America, Inc.  
Hensley  
HighGround, Inc.  
Hilgartwilson, Inc.  
Industrial Storage  
Invenergy LLC  
JLL  
Kensington Vanguard National Land Services  
LeBaron & Carroll, LLC  
Lincoln Property Company  
Littleton Elementary School District  
Matrix Design Group  
Mortenson  
Nathan & Associates  
National Bank of Arizona  
Nertery  
Newmark Grubb Knight Frank  
Northern Arizona University  
Old Republic Title  
On Target Staffing LLC  
Ottawa University  
Pacific Office Automation  
Pacific Premier Bank  
Peoria Unified School District  
Phoenix College  
Phoenix Internet  
Phoenix West Commercial  
Residence Inn Phoenix West/ Avondale  
Sante  
SimonCRE  
Stanley Consultants  
State Farm Stadium – SMG  
Sunbelt Investment Holdings Inc.  
Sundt Construction, Inc.  
Sunflower Bank  
The Empire Group of Companies  
Toll Brothers  
Topgolf Glendale  
Town of Wickenburg  
Triadvocates LLC

Vitalyst Health Foundations  
Wespac Construction  
Wigwam Arizona

**Copper**

A New Leaf  
American Council of Engineering companies of Arizona  
Arizona Broadway Theatre  
Arizona Sports and Tourism Authority  
AZ MIST: Museum of Innovation, Science & Technology  
Benevilla  
Boys & Girls Clubs of Metro Phoenix  
Buckeye Elementary School District #33  
Buckeye Union Highschool District  
Career Connectors  
Center for the Future of Arizona  
Dysart Unified School District  
Glendale Elementary School District #40  
Hickman's Family Farms  
Homeless Youth Connection  
Hope Community Services  
Litchfield Elementary School District  
Maricopa Association of Governments  
Mission of Mercy  
New Pathways for Youth  
Northwest Valley Connect  
Pendergast Elementary School District  
Phoenix Children's Hospital Foundation  
Royal Oaks Retirement Community  
Saddle Mountain Unified School District #90  
West Valley Arts Council  
West Valley Innovation Alliance WHAM  
Art Association  
White Tank Mountains Conservancy  
Wildlife World Zoo, Aquarium & Safari Park

**Small Business**

Brightworks Consulting

**Community Members**

City of Litchfield Park  
Maricopa County  
Town of Youngtown

**Individual Members**

Bill Vandenbosch  
Herman Orcutt  
Kathy Knecht  
Lisa Atkins



# WESTMARC

*15 Communities... One Voice*

## 15 Communities... One Voice

WESTMARC, a public/private partnership of 15 communities, the business and education sectors, provides opportunities for members to interact and communicate on issues vital to moving the West Valley forward. WESTMARC is committed to our members' success and our mission of enhancing economic development and quality of life in the West Valley.

Avondale  
Buckeye  
El Mirage  
Gila Bend  
Glendale  
Goodyear  
Litchfield Park  
Peoria  
Phoenix  
Sun City  
Sun City West  
Surprise  
Tolleson  
Wickenburg  
Youngtown



Sponsored By:



**Western Maricopa Coalition**

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