



A Phoenix Economy That Works for Everyone

The last decade has been transformative for Phoenix. Our city rose from the Great Recession with a strong foundation—high wage growth, low unemployment, and a rising national profile. Phoenix accomplished this by making smart choices to break away from economic models of the past and chart a new course. It took bold leadership from Mayor Greg Stanton, the Phoenix City Council and city agencies including the Economic Development Department.

During my years on the Phoenix City Council, we worked together on bipartisan solutions that would make Phoenix work better for everyone.

More jobs, safer neighborhoods, investments in infrastructure.

But our job is far from done. To remain a strong and prosperous city, Phoenix needs to work to ensure these economic gains are benefitting every Phoenix family. Right now, we can do better.¹

What defines Phoenix are our people, our neighborhoods, and our values. That's why, as Mayor, I will put forth initiatives to expand access to high-quality pre-schools, strengthen the city's support of neighborhood public schools, focus on workforce skills from degrees to re-training, and prioritize local business owners as they drive our economy.

From Deer Valley to Ahwatukee, Maryvale to Arcadia, I'm running to represent residents in every neighborhood across all 517 square miles of our great city.

This is **our time** and this is how **I plan to get the job done.**

Give Our Kids and Families The Tools They Need to Succeed

It's no secret that our state's leaders are failing our students, teachers, and parents. Phoenix kids are shouldering too much of that burden. I want my son and our children to have access to great education opportunities and a great public school in our own neighborhood. But far too many of Phoenix's youth aren't getting the tools they need to thrive—and too many are dropping out. We can't afford to stay on that path.

- **Give access to high quality preschool to Phoenix children.** A quality early childhood education is one of the best indicators of future education success. We're not doing nearly enough to support our children, and I want to change that. We can build on the city's Head Start program and find solutions to support language and literacy programs, community-based parenting education, access to preschool and child care, and educator training so that our kids are equipped for success before they ever enter a kindergarten classroom. I want to ensure Phoenix children have access to quality early education regardless of where they are born.
- **Work with Phoenix superintendents to address big challenges.** I plan to bring together superintendents from Phoenix's school districts to explore new ways the City's Education Office can better reach students from Pre-K to 12th grade through existing and new initiatives.
- **Promote and partner to expand community schools.** I plan for the city of Phoenix to join and lead on the expansion of strong community schools. I will work with the Arizona Grantmakers Forum, Helios Education Foundation, and Vitalyst Health Foundation to build on their May 2018² report to improve student outcomes. These ideas are not new but we now have the collective vision to transform neighborhood public schools into community resource centers, school-based health clinics with shared recreational spaces. During my time on the council, we partnered with the Laveen Elementary School District to share facilities and open spaces to expand access to Laveen families during non-school hours. I was proud to chair Proposition 104 to fund more bus routes and extend light rail that will help school districts spend fewer resources on transportation. I will work to make sure education dollars stay in the classroom while we create innovative partnerships to enhance learning and wraparound services for students.

- **Turn the tide on college attainment rates.** Here are the facts: Phoenix is experiencing a 19 percent high school dropout rate. Our college attainment—those who've earned a bachelor's degree or higher—for residents over 25 is only 28 percent. What's perhaps most startling, is that figure is only 9 percent of Phoenix's Hispanic residents.³ We cannot stand for this. I am committed to partnering with high schools, charter schools, online schools, trade schools, coding academies, community colleges, universities—whatever it takes to turn these figures around. The future of our workforce and our economy depend on it and I refuse to let so many Phoenix residents not achieve their full potential. The City of Phoenix will join and be a leader in the state's Achieve 60 Initiative⁴, a goal to ensure that all Phoenix residents 25 or older obtain a certificate, associate's degree, bachelor's degree or complete an apprenticeship program.

Public Safety Builds Prosperity

During my time on the city council, I supported the hiring of more police officers to restore staffing to pre-recession levels.⁵ I supported a robust hiring plan and worked with other council members to prioritize the funding.⁶ As your Mayor, I will work with all public safety departments to ensure we improve safety, response times, and critical services to all parts of the city. I will work with the Police and Fire Chiefs to strengthen community relationships. I am committed to seek out the tools to analyze data, build a team of experts, and make the necessary adjustments to ensure our city is safe. I am proud to have crafted this plan with support from ASU faculty, block watch leaders, community leaders, and retired leaders of the Phoenix Police Department.

- **Efficiency and effectiveness in hiring.** We must initiate smart hiring practices to expand the public safety workforce by adding more crime lab techs, cybersecurity experts, central booking administrators, and dispatchers. It is also important we hire more civilian police assistants to help with nonemergency calls and traffic issues.
- **Recruit a Chief Technology Officer for Phoenix PD.** Over the years Phoenix has utilized technological solutions to make city government more efficient, but our leveraging of technology to support our police officers unfortunately has been lacking. By adding a Chief Technology Officer to Phoenix PD, we will have forward thinking leadership to bring more innovation to the Department and address important challenges ahead such as the ongoing deployment, data storage and dissemination of body camera footage, acceleration of public records response times for the general public, and the procurement and testing of other life-saving technologies that enhance our officers responding to crime while at the same time weighing the deployment of technology in ways that preserve our civil liberties.
- **Enhance Transparency to Further Build Public Trust for Phoenix PD.** While on the City Council, it was a priority to support initiatives that made the actions of our Police Department more accessible to the general public. This is why I supported the purchasing and deployment of 2,000 body worn cameras. As Mayor, I will look for more opportunities to speed the full deployment of the body cameras we've committed to purchase. Another important transparency matter is the backlog of public records. On the Council, I worked to task PD management to develop a digital records management system. Our backlog of public records requests is

still too long and needs drastic improvement. A digital records management system coupled with reforms that appropriately charge commercial users will reduce the backlog to public records requests.

- **More Community Action Officers.** When ever I attend a neighborhood meeting, a GAIN event, or a briefing on a public safety matter concerning a neighborhood, Community Action Officers provide a valuable resource in making relationships in their neighborhoods, keeping residents informed on awareness initiatives, and taking pro-active measures to perform police work that supports our patrol officers. I greatly value our CAOs and will support their mission and expansion as your Mayor.
- **Call on State and Federal Agencies to Support our Police Officers with Additional Funding for Mental Health and Substance Abuse Programs.** We are asking our Police Officers to do too much and attempt to solve problems that are beyond what is reasonable. They are increasingly being put into contact with people who have been let down by an absence of mental health and substance abuse programs. This lack of services is deadly for our communities and takes our officers away from their traditional duties. Our federal and state partners have failed to provide adequate funding for programs that address the opioid epidemic, substance abuse and mental health diagnoses. The dearth of prevention, treatment and rehabilitation programs have made our streets less safe. As Mayor, my first work with other levels of government will be to strengthen partnerships and advocate for more resources for mental health.

Build a Strong Foundation for the Future

We are already seeing the results of our work to transform our economy; Phoenix is experiencing the highest wage growth of any city in the nation and a near record low unemployment rate. Today, more than 60 percent of our workforce is employed in advanced industries, compared with only 45 percent before the recession.⁷ Just in District 8, the district I represented, we added more new jobs during my time on the city council than any other city district.

We have to continue on this path so that our residents and businesses can benefit from a healthy, diverse and sustainable economy. That means we need to continue creating and recruiting jobs that withstand boom-then-bust cycles, in forward-thinking industries that are built to last.

- **Support the Rio Reimagined Project:** Senator John McCain has challenged the cities and tribes along the Salt River to invest in redeveloping the riverfront. The city should play a leadership role in the Senator's legacy project.
- **Double down on our recruitment strategy for high-tech, advanced manufacturing and bioscience industries.** I'm committed to supporting the city's economic development team in aggressively recruiting companies that will bring new jobs in these fast-growing industries.
- **Prioritize wage growth for all sectors.** Wage growth for small and midsize businesses in Phoenix is outpacing growth across Arizona—that's a trend I want to continue. Now it's time to make sure that wages are going up for workers in high demand such as construction, public safety, and education.
- **Renew focus on employment corridors throughout Phoenix.** Our city is home to a number of critical job corridors, where companies are concentrated by industry. We can bring more quality jobs to communities across Phoenix by strategically attracting new companies and growing existing ones in corridors such as Central, Gateway, Camelback (Biltmore), North I-17, Deer Valley, and Southwest Phoenix. I also plan to ramp up efforts to create jobs in a new employment corridor: the 202 South Mountain Technology Corridor near the freeway alignment in West Phoenix. With the right leadership, this is an incredible development opportunity that can attract modern business parks for advanced manufacturing and business services—I will not let any investment in this part of our city go to waste.

- **Focus on business retention and helping local companies create jobs.** At the same time we work to bring new companies to the Phoenix market, I will also work to help the industries and companies who are already here grow even stronger. We have great partners focused on business retention, including the Greater Phoenix Chamber of Commerce through its Phoenix Forward Initiative, and I am committed to working alongside them to give local companies the support they need.
- **Keep our credit rating strong.** Our work to add jobs in more sustainable sectors earned praise from one of the most respected credit rating agencies—which commended our “rapidly diversifying” economy. Ensuring we have a strong municipal bond rating will help us withstand future economic decline.

Invest in Health Care and the Biosciences

Since the recession, bioscience jobs in Arizona grew by 22 percent—that's compared to only 8 percent growth nationally. These jobs come with average salaries of \$63,800, more than a third more than our average private sector wages.⁸ These figures speak volumes about the potential of this growing industry, which also helps make sure world-class health care options are made available to Phoenix families.

- **Support the strategic growth of bioscience-focused higher education.** The Downtown Biomedical Campus, the Midtown Health Care Cluster, and the Arizona Biomedical Corridor at Desert Ridge have an enormous economic impact on Phoenix. All three campuses have major capital projects underway. I want to keep that momentum going and make sure these institutions are supported by the city to produce and attract even more talent. I also plan to bring together our state's three public universities—which all already have students downtown—to find new ways to collaborate and grow. Finally, I support the introduction of the Creighton University Health Solutions Campus at Park Central and will work to ensure that its development in midtown is a success.
- **Accelerate development of the Arizona Biomedical Corridor.** The city has two great partners in Desert Ridge: Mayo Clinic and ASU. Together, we're working to build the next phase of the Arizona Biomedical Corridor. That includes the \$200 million ASU/Mayo Health Solutions Innovation Campus, which will transform health care education and delivery in our region, and Mayo's plans to nearly double the size of its campus. We're in the position to support critical growth in this area of our city—and in this important industry—in a way that will create quality jobs and make Phoenix the epicenter of research and precision medicine. That is exactly the type of investment I will continue to support.
- **Leverage our bioscience strengths to increase medical tourism.** The world-class reputation of our health care institutions—such as Mayo Clinic and Barrow's Neurological Institute—are attracting physicians, researchers, and patients from all over the world. I want to ensure that these facilities are welcoming to travelers and that their experience in Phoenix is as top-notch as their care.
- **Plan ahead for rapid and strategic redevelopment of the Mercado.** A critical piece of land on the Downtown Biomedical Campus will be eligible for redevelopment in the next few years. The downtown Phoenix development market is hot and getting hotter. We need to be ready with a plan for the Mercado that maximizes economic opportunity in the biosciences and contributes to downtown's vitality.

Support More Small Businesses

Small businesses are the backbone of our local economy. We often read headlines about the jobs created by big corporate headquarters, but the truth is, small businesses—those employing 50 or fewer—account for about a third of the workforce.⁹ Last year, Phoenix experienced the highest small businesses wage growth in the nation. Now, we need to build on that success and find ways to support small businesses to ensure that they have the tools they need to stay in our community and grow if they want to.

- **Make it easy to do business in Phoenix.** At some point, all businesses have to do business with the city. No one wants this to be a red-tape-riddled, frustrating experience. We need to make sure our processes are streamlined so that businesses can get in and out and back to work. For every department a business might touch at the city, the service experience should be smooth and easy. Speed-to-market reforms will make the city a full partner for economic growth.
- **Empower small business owners.** Independent, small business owners share many needs such as developing a business strategy, finding and keeping customers, and accessing capital. There's more we can do as a partner to small business owners to empower them with the tools they need to succeed and grow. I plan to explore new ways to support these businesses—looking into everything from entrepreneurial education to helping them find micro-loans.
- **Phoenix needs to stand with entrepreneurs from historically disenfranchised communities.** From my time on city council, I found areas where we can improve the city's business services to small- and medium-sized businesses. In particular, City Hall should work to remove barriers for women- and minority-owned enterprises, groups without the same access to capital and business loans. I would also like to see an effort to recruit Veteran-owned businesses at city facilities such as the airport.
- **Support local.** When the city awards companies contracts to help get work done in our community, it's important to me, to the extent possible, that business stays local. That means continuing to reevaluate our procurement process to make sure small, local businesses have a fair shot to compete for contracts. It also means working closely with organizations such as Local First Arizona, the Arizona Small Business Association, and neighborhood merchant associations to listen to their needs and find opportunities for partnerships.

Grow Our Startup Ecosystem

Over the past few years, Phoenix has built up its reputation as being a hotbed for startup companies—especially ones looking to bootstrap and scale up fast. We’ve found that a key ingredient for successful startups is feeling part of a tightly knit and supportive community. We are starting to build a more robust modern economy with the growth of creative and tech companies in the Warehouse District. I want to expand this progress throughout the city. It’s our job as leaders in government to support and foster its growth.

- **Support the STEM pipeline through job training and workforce development.** As tech companies scale up, they need talent—and they need it fast. I’m committed to partnering with job training organizations in our community to help workers level up their skills in high-demand fields.
- **Unlock Phoenix’s hidden capital.** We need workshops to help wealthier Phoenix residents who have the means to invest in their fellow neighbors, and our community, instead of locking capital away in real estate, here and elsewhere. Entrepreneurship isn’t *just* about tech, it’s about our residents and their businesses across industries, that can have an impact.
- **Aggressively recruit company headquarters and expansions to our market.** Phoenix has become a competitive market for running a business. The proximity to great universities, sustainable cost of living, quality of life, and supportive ecosystem are huge selling points. I will work with our economic development department and partners such as GPEC to go into other markets to visit with companies looking to relocate or expand and make the case for Phoenix.
- **City Hall should digitize our processes.** City Hall should not be an impediment. Land-use, permitting, and small business administration processes should be digitized. We should also create explanatory videos on YouTube, which is becoming an increasingly popular source of business information.

Strengthen Global Economic Ties

Exporting from our region is big business—the economic impact of trade is more than \$18 billion and growing.¹⁰ More than 100,000 jobs in our state are supported by the export economy. By strengthening relationships between Phoenix and other international markets and making it easy for more companies to start exporting, we can continue to raise Phoenix’s position on the international stage.

- **Trade ideas as well as goods and services.** One of Mayor Greg Stanton’s signature initiatives established an Export Readiness boot camp to help businesses begin exporting. In addition to growing this effort, I’d also like to partner with Sister Cities and Thunderbird School of Global Management to create more opportunities for international exchanges. Just as businesses can grow by selling their products abroad, leaders in our community can bring home new ideas by participating in strategic cultural and economic trade missions. Phoenix will continue to build even stronger partnerships with our closest trading partners; Mexico and Canada. Phoenix will support investing in regional infrastructure projects to facilitate economic growth in this mega-region. I will also look into creating new international relationships with emerging markets in India and other Asian countries.
- **Continue investment in airport infrastructure.** Our airports are economic engines for the entire region. Not just Sky Harbor, but also Mesa-Gateway and Deer Valley—all three bring in essential tourism and business dollars. I’m committed to supporting smart growth, development and infrastructure improvement at our airports to ensure they will grow and thrive for decades to come.
- **Promote our international direct flights and recruit more.** Business and leisure travel between Phoenix and major international metros is critical to build a global economy. Many of our existing international direct flights are seasonal, and we can do more to promote them to ensure their success. I will continue to work secure a direct flight to Asian markets.

Improve the Ways We Move Around Phoenix

I've always believed that a great city needs great transportation options—that's why I was proud to chair the Proposition 104 campaign to bring \$31.5 billion of investment to our streets, bus and light rail systems over the next 35 years. Those dollars are already hard at work making improvements, but we have a lot of planning to do to make sure that every resident feels the impact.

- **Fix our roads.** Residents across the city are literally feeling the impact of broken roads every day. It's a fundamental duty of the city to fill potholes, and I will make sure that work is getting done. We need to accelerate the pace of our road repairs and plan for future service so they don't fall into this condition in the years to come.
- **Make our streets safer for everyone.** The rate of pedestrian deaths in our community is shocking, and we need to take action to reverse it. Phoenix should adopt the Vision Zero initiative to work toward no fatalities or serious injuries on our roads—we all deserve to feel safe when we're walking, biking, or driving on city streets. That means studying our street designs, taking a hard look at speed limits, and increasing enforcement so that everyone can move through Phoenix safely.
- **Improve bus service.** Rail won't reach every Phoenix neighborhood, so we also need to increase our focus on providing excellent bus options. That means studying our routes to make sure we increase frequency and capacity on the lines that need it most, and adding bus rapid transit to areas of our city where commuters would benefit from the service.
- **Get South Central Light Rail built and expand other corridors.** Residents south of downtown have been waiting for light rail too long, and it's time to build it. The rail will connect residents to education opportunities and major employment corridors. It will bring new investment to the community and lift everyone. Voters approved an expansion of light, and we need to honor their voice.
- **Make commutes a little less painful.** In our sprawling city, working with ADOT to bring digital signage, faster traffic updates, parking availability, and other technological capabilities could dramatically cut commutes, saving hours over a work week.

Protect Our Resources Water

Water is our most precious resource—and ensuring that our residents and businesses have a sufficient, clean water supply is one of our greatest responsibilities. It's also one of our greatest challenges. As a desert community plagued with drought, we have to take seriously the reality that our supply is finite, and we need to be smart about planning for the future.

- **Invest now—don't wait—for hidden infrastructure maintenance.** Properly maintaining our pipes and underground water systems is essential to wise water management. Letting our pipes go without service could lead to leaks, which could damage our water supply. We can't afford to make those mistakes or put off that maintenance.
- **Work with other municipalities—even in other states—to collaborate on water preservation.** Our water storage partnership with Tucson has been hailed as an example of how municipalities can work together to plan wisely for the future. I want to continue exploring ways to work with other cities and states to make sure Phoenix is well positioned for future shortages.
- **Protect the health of the Colorado River.** The health and resiliency of the Colorado River is of utmost importance. I will work with water policy experts who study the Colorado to make sure Phoenix is planning for the future to make sure that supplies remain plentiful and that our community gets its fair share.

Prepare Today For a More Sustainable Future

I want my son to grow up here and choose to make Phoenix his home for many years to come—that means this needs to be a city with clean air and water. We have to stay true to our commitment to transforming Phoenix into the model of a sustainable city. Renewable resources, waste reduction and diversion, and smart solutions will help us get there.

- **Partner with the private sector on smarter resource management.** We've already seen great progress working with ASU and private companies at our Resource Innovation Campus, and it's time to take that to the next level. I want Phoenix to be the best example of the circular economy at work. By working with the private and non-profit sectors, we can continue to identify opportunities to divert waste and generate revenue.
- **Strengthen the city's electric vehicle infrastructure.** One of the best ways we can reduce pollution is by making it easier for our residents to own electric vehicles. I'll lead the effort in Phoenix – and work with the private sector – to build one of the best electric vehicle infrastructures in the nation.
- **Encourage alternative energy options.** We've done a lot at the city to increase our solar capacity—through city-supported projects our capacity is now at 32 megawatts—but we have more room to grow. I'm committed to finding new ways to bring clean energy solutions to our neighborhoods. On the Council, I strongly supported our sustainability goals, and I plan to keep Phoenix on track to reduce greenhouse gas emissions by 40 percent by the year 2025.
- **Fight the Urban Heat Island.** Phoenix is getting hotter. We have to work together in neighborhoods across our city to beat the heat. That means planting more trees and sustainable landscaping to reduce surface temperatures, green building materials, and better shade infrastructure. I will initiate new programs that will address each of these and make it easier than ever for neighborhoods and developers to grow our tree canopy and increase shade.

Increase Support for the Arts

Phoenix's arts and culture sector generates more than \$400 million in economic activity for our city. There's no question about it: investment in the arts pays off. Beyond dollars and cents, access to great arts and culture experiences improves the quality of life for a community, and education opportunities for our kids.

- **Invest in the future of arts institutions.** We are fortunate to have so many great arts organizations clustered in downtown Phoenix—and it's important for our urban core that we keep them there. That means we have to plan for investments in facilities including Symphony Hall, which is due for renovations to ensure the venue can continue to serve our talented musicians and their audiences. I also want to strategically plan for the redevelopment of the Herberger Theater block. The city and our partners will be in the position to expand and add new development to that site, and it's an opportunity to bring more people and art to downtown.
- **Attract and support more public arts and events.** Arts and culture festivals and installations can be transformative experiences for residents of all ages and backgrounds. Great art brings people together. I want to make sure Phoenix is a destination for great art—and that artists feel supported by the city, financially and otherwise. That means we have to commit to funding the arts and making it as easy as possible for arts organizations to have events in our community.

Expand Financial Literacy, Empowerment, and Security

- **Prosecute wage theft to protect employees and protect the rule of law.**
We need to hold businesses accountable by making sure they are paying their employees the wages they legally owe. Employers in the City of Phoenix will be well aware of federal, state, and local labor and safety protections.¹¹
- **Prioritize providing access to financial literacy to all Phoenix residents.**
Promote classes the city already provides around tax time to help residents file their returns, to include general financial literacy. The financial system has rightfully earned a bad reputation with many residents, but empowering residents with more information will only benefit our city.¹²

Lead By Example at City Hall

City hall should be a partner—never a hurdle—to those trying to get services. Our government should operate transparently and efficiently, with a responsible budget. We owe the best possible service to our taxpayers, and I won't settle for less.

- **Hold our elected officials accountable.** I was proud to support our ethics policy to ensure that our mayor and council can't accept gifts from lobbyists. I was also proud to lead on a voter initiative to hold our mayor and council accountable to a strict sexual harassment code. I will continue to work on policies that build trust between the voters and their representatives.
- **Continue a culture of transparency.** We need to improve transparency and a much more open and accessible City Hall. The city is on the right track with live TV and online hearings of city council meetings. That mattered to me when I was a resident participating in the public process before getting elected to the council—and it matters to a lot of residents. We will continue to make the decision-making processes as open as possible with as much public input as possible. Restoring the trust between residents and elected officials attracts economic investments.
- **Focus on results and data-driven outcomes.** Now that Phoenix has an Open Data policy, I want to see more departments using data to inform their decisions and service delivery. We can use data to track and improve our progress publicly using our Open Data Platform.
- **Reinstate the Innovation and Efficiency Task Force.** In the wake of the recession, the City Council created the Innovation and Efficiency Task Force to find ways to cut spending and save money across departments. And it was successful in saving more than \$100 million. But this doesn't have to be something that we only do in tough budget years or recession times. We can find ways to innovatively save dollars and reward employees for thinking creatively.
- **Improve service delivery and customer experience.** As a Councilwoman, I often heard from residents of unacceptable wait times when calling city departments. We need to evaluate whether our departments and staff have the tools they need to deliver exemplary customer service to all of our residents. We can't stand for anything less.

- **Use innovative partnerships to measure health outcomes.** The city needs to know which communities have worse health outcomes. With this data, we can better inform first responders, and drive preventative care interventions.
- **Expand the use of digital channels to make government more accessible.** Digital channels have also been shown to increase residents' feeling of connectedness, both to their neighbors and their government, directly tackling mental health challenges.
- **Be prepared for the future of innovation.** Artificial intelligence is the newest tool in mapping water supply and demand to meet the needs of residents. I will work with regional partners to make sure Phoenix and Arizona are ahead of the curve.

¹ Although the rate is falling, the Phoenix metropolitan area has had one of the highest poverty rates among the nation's 25 largest cities: <https://www.census.gov/content/dam/Census/library/publications/2017/acs/acsbr16-01.pdf>; <https://eu.azcentral.com/story/money/business/economy/2016/09/16/poverty-rates-arizona-still-among-nations-highest/90495336/>; third-highest in 2014: <https://eu.azcentral.com/story/news/local/phoenix/2014/09/19/phoenix-among-highest-poverty-rates-for-metro-areas-in-us/15851529/>.

² <http://vitalysthealth.org/wp-content/uploads/2018/05/Community-Schools-0518.pdf>

³ <https://www.towncharts.com/Arizona/Education/Phoenix-city-AZ-Education-data.html>

⁴ <http://achieve60az.com/initiatives>

⁵ <https://apps-secure.phoenix.gov/PublicRecordsSearch/Home/RenderPDF/?id=aDJdXkj4O9WRIPMTyLmKo2nDKpVLH+C00BEI Wzjw0z0=>

⁶ <https://apps-secure.phoenix.gov/PublicRecordsSearch/Home/RenderPDF/?id=eJc7achrJHdaNyWvkOpSuc/F6GXnLQuYwTH9QIU0FnM=>

⁷ <https://www.bizjournals.com/phoenix/news/2018/09/10/phoenix-lags-behind-other-u-s-boomtowns.html>

⁸ <https://www.azbio.org/job-growth-continues-research-gains-resume-for-arizonas-bioscience-sector>

⁹ https://www.washingtonpost.com/business/on-small-business/who-actually-creates-jobs-start-ups-small-businesses-or-big-corporations/2013/04/24/d373ef08-ac2b-11e2-a8b9-2a63d75b5459_story.html?noredirect=on&utm_term=.71685cb65dab

¹⁰ <https://www.gpec.org/services/research-reports/investment-plan/>

¹¹ <https://www.labor.ucla.edu/wp-content/uploads/2018/06/HollowVictories.pdf>

¹² <https://www.phoenix.gov/news/humanservices/1937>