Defining a World-Class Community
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- Approach to Prioritization
- Attributes and Metrics
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Team

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Tokyo, Japan

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Harrisonburg, Virginia

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New Delhi, India
Project Overview

Context
- City of Scottsdale had a **lengthy, complex** mission statement
- “The effective mission statement is **short** and **sharply focused**. It should fit on a T-shirt.” – Peter Drucker
- “Simply better service for a world-class community” (Dec. 2013)

Objectives
- Formalize **definition** and **attributes** of world-class community
- Evaluate each attribute for **fit** with Scottsdale
- Develop possible citywide, customer-focused **key performance indicators**
Approach

Stages

Timeline
- Late February – mid March
- Mid March – mid April
- Mid April – early May

Activity

- **Identify** key customers
- **Research** expert sources

- **Compile** and filter attributes
- **Develop** definition of the world-class community which fits Scottsdale
- **Choose** metrics for each attribute
- **Compile** comparable cities

- **Prioritize** attributes
- **Examine** actionability of recommended metrics
- **Refine** the list of comparable cities for benchmarking studies

Deliverable

- **Customer Map**
- “**Expert Sources**”

- Definition: “world-class community”
- Attributes from expert sources
- Metrics for each attribute
- Preliminary list comparable cities

- Prioritized attributes
- Source for each metric
- Availability of each metric
- List of comparable cities
- Final Presentation Monday, May 5th at 3:00 pm
A customer is an actual or potential user of your organization’s products, programs, or services.
– Baldrige Performance Excellence Program

Priority
- Permanent residents
- Visitors
- Business activities
“Expert” sources

Subjective

Scientific
Attributes from Expert Sources

**World-Class Community**

**Quality of Life**

**Quality of Place**

**Livability**

**Approach**

- Definition
- Attributes
- Metrics
- Next Steps

**Category**

- Natural Assets
- Cultural Assets
- Specific Amenities
- Other

**Attribute**

- Climate / Weather
- Green Space
- Outdoor Access
- Body of Water

- Churches
- Architecture
- “Third Place”
- Outdoor Public Art
- Historical Monuments/Sights
- Museums/Galleries
- Venues

- Hotel Options
- Restaurants / Cafes / Bars
- Classical Music

- Talent (Education)
- Creativity/Bohemia
- Tolerance / Openness
- Professional / Amateur Sports
- Cultural Events

- Social Diversity
- Attractiveness
- Good Drivers
- Nightlife
- Street Performers

- Cost of Living
- Employment
- Economic Growth
- Wage Growth
- Corporate Tax
- Personal Tax

- Tech Leadership

**Legend**

- Referred more than 7 times
- Referred 4 to 6 times

**Attributes from Expert Sources**

- Concentration
- Social Capital
- Beauty at Night
- Seasonal Appeal
- Manageable Size
- Sufficient Diversity

- Air and Water Quality
- Peace and Quiet

- Healthcare
- Public Transportation
- Stability
- K-12 Education
- Pedestrian Friendliness
- Urban Design
- Public Restrooms

- Safety / Crime
- Cleanliness (Garbage, Street)
- Wireless Availability / Coverage
- Free Attractions
- Proactive Policy Development

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- Public Transportation
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- Free Attractions
- Proactive Policy Development

**City of Global Management**

8
From Attributes to Definition

**World-Class Community**

- Natural Assets
- Cultural Assets
- Specific Amenities
- People
- Public Services
- Technology/Innovation
- Environment/Sustainability
- Economics
- Other

**Criteria for “Fit”**

- **Influenceable** in the short to medium-term
- Attributes whose improvement leads to improvement in other attributes

**Definition**

≈12 Attributes
3+ metrics each
A World-Class Community

• Supports use of natural assets, today and in the future
• Stewards human and cultural assets to grow their value
• Garners recognition as a desirable place to live and visit.

Attributes

1. Natural Assets
2. Ecological Quality
3. Cultural Assets
4. Human Capital
5. Lively People
6. Inclusiveness
7. Specific Amenities
8. Tech Leadership
9. Safety
10. Healthcare
11. Transport
12. Employment Options
13. Beauty at Night
14. Social Brand
## Attributes

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Rationale</th>
<th>Metrics</th>
</tr>
</thead>
</table>
| **1. Natural Assets** | Natural environment is “most important to quality of life” for Scottsdale residents. | a. Trails available (miles per capita)  
                          |                                                                           | b. Preserve areas (m²/ area)  
                          |                                                                           | c. Golf courses (number)  
                          |                                                                           | d. Spending on parks per capita |
| **2. Ecological Quality** | “The quality of our local living environment has a direct impact on our health and well-being....satisfaction...mental well-being...recovery from the stress.” | a. “Air Quality Index” (number of good days per year)  
                          |                                                                           | b. Maximum air pollutant concentrations  
                          |                                                                           | c. Drinking water quality (number of incidents per year) |
| **3. Cultural Assets**  | Recreation and wellness is “most important to quality of life” for Scottsdale residents. | a. Performing arts venues (seats per capita)  
                          |                                                                           | b. Top ranked attractions (number of such museums, zoos/aquariums, art galleries, theaters, etc., MSA)  
                          |                                                                           | c. Professional sports teams (number in MSA)  
                          |                                                                           | d. Public spending on arts and culture ($ per capita) |
### Attributes continued

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Rationale</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Human Capital</td>
<td>Skilled people attract more skilled people and companies.</td>
<td>a. Size of workforce (number)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Educational attainment of workforce (median)</td>
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<tr>
<td></td>
<td></td>
<td>c. Educational attainment (standard deviation)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. High worker engagement (% of workforce)</td>
</tr>
<tr>
<td>5. Lively People</td>
<td>A population engaged in various social and recreational activities attracts members of the “creative class”</td>
<td>a. Spending on leisure and recreation ($ per capita)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Participation in cultural or recreational activities (number of times per week)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. Full-time students in higher education institutions (number)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. City library loans (number per capita)</td>
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<td></td>
<td>e. Resident performing groups in the city (number per capita)</td>
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<tr>
<td></td>
<td></td>
<td>f. Shows per year (number)</td>
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<tr>
<td></td>
<td></td>
<td>g. Volunteerism (times volunteered per 6 months)</td>
</tr>
<tr>
<td>6. Inclusiveness</td>
<td>“Toleration for different opinions, creativity, and risk-taking” feeds innovative and entrepreneurial culture.</td>
<td>a. “Haas Inclusiveness Index”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. “Esri US Diversity Index”</td>
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<tr>
<td></td>
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<td>c. “Religious Diversity Index”</td>
</tr>
<tr>
<td></td>
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<td>d. “Bohemian Index”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>e. “Gay Index” or “Municipal Equality Index”</td>
</tr>
</tbody>
</table>
### Attributes continued

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Rationale</th>
<th>Metrics</th>
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</thead>
</table>
| 7. Specific Amenities | The “creative class” chooses a location “based to a large degree on their lifestyle interests and the availability of respective amenities.” | a. Hotels, night clubs, bars, and restaurants (number per capita, variety: distribution by price and type)  
b. AAA Five and Four Diamond hotels and restaurants (number)  
c. Michelin star restaurants (number)  
d. “The Globe Shopper Index”  
e. Tourists inflow (number) |
| 8. Tech Leadership | Diverse R&D expertise is linked to higher rankings in other attributes.   | a. Innovation (number of patents per capita)  
b. Economic output in high-tech sector (% of total GDP)  
c. Workers involved in STEM (% of workforce) |
| 9. Safety          | Safety is “most important to quality of life” for Scottsdale residents and many other communities. | a. Fire response time (minutes)  
b. Police response time (minutes)  
c. Crime rate (number per capita, % of which violent)  
d. Identity theft consumer complaints |
## Attributes continued

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Rationale</th>
<th>Metrics</th>
</tr>
</thead>
</table>
| **10. Health-care** | Access to preventive health services and healthcare is “most important to quality of life” for Scottsdale residents. | a. Cost per visit for doctors, dentists, and optometrist ($ average)  
b. Medical response time (minutes)  
c. Hospital beds (number per capita)  
d. Top-ranked hospitals (number)  |
| **11. Transport** | Mercer’s City Infrastructure Ranking is measured based on “public transportation, traffic congestion, and airport effectiveness.” | a. Household spending on transportation ($ per year)  
b. Commute to/from work (average hours per day)  
c. Mode share (% of all travel done via car, bike, foot, bus, taxi, etc.)  
d. Parking spaces (per employee, visitor)  
e. Utilization of [bike lanes, trails, sidewalks] (number of users per day)  
f. Walk Score®  |
| **12. Employment Options** | Employment options help “attract talented and ambitious people as the assets that cities need to propel innovation and enterprise, thereby spurring long-term prosperity.” | a. Frequency of data collection (number of surveys per year)  
b. Unemployment rates (% of workforce)  
c. Incorporated entities (number)  
d. Gallup Payroll to Population Index  
e. Internship positions (number per worker)  
f. Worker confidence in strength of economy and availability of jobs (perception of residents)  |
<table>
<thead>
<tr>
<th>Attribute</th>
<th>Rationale</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>13. Beauty at Night</strong></td>
<td>A world-class city offers beauty that is greater than the sum of its parts “...when everything useful is closed, something above utility that unites all these separate features”</td>
<td>a. Electricity usage in commercial properties after sunset (kWh after sunset per square mile)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. “DarknessMap” (experimental)</td>
</tr>
</tbody>
</table>
Approach to Prioritization

Plot of 14 Attributes

Influenceable

High

Social
Brand

Ecological Quality

Safety

Transport

Cultural Assets

Natural Assets

Beauty at Night

Specific

Tech

Amenities

Leadership

Human Capital

Lively

Employment

People

Healthcare

Inclusiveness

Priority

Other Possible Priorities

- Time sensitivity (election cycle, competitors)
- Availability of partners
- Resources required (time, land, $, talent)
- Urgency to customers

Alignment with Strategic Goals

Approach Definition Attributes Metrics Next Steps
Comparable Cities

All World Cities

OECD* Countries

Scottsdale Pop. ±20%

Suburbs

Potential Filters
- No national capitals
- Proportion of MSA
- Workers in hospitality (%)
- Municipal credit rating

164 Cities
Comparable to Scottsdale

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>40</td>
</tr>
<tr>
<td>US</td>
<td>32</td>
</tr>
<tr>
<td>Japan</td>
<td>26</td>
</tr>
<tr>
<td>Spain</td>
<td>11</td>
</tr>
<tr>
<td>Germany</td>
<td>9</td>
</tr>
<tr>
<td>Canada</td>
<td>6</td>
</tr>
<tr>
<td>Chile</td>
<td>6</td>
</tr>
<tr>
<td>Poland</td>
<td>5</td>
</tr>
<tr>
<td>Israel</td>
<td>4</td>
</tr>
<tr>
<td>Mexico</td>
<td>4</td>
</tr>
<tr>
<td>Finland</td>
<td>3</td>
</tr>
<tr>
<td>Italy</td>
<td>3</td>
</tr>
<tr>
<td>S. Korea</td>
<td>3</td>
</tr>
<tr>
<td>Turkey</td>
<td>3</td>
</tr>
<tr>
<td>France</td>
<td>2</td>
</tr>
<tr>
<td>Netherlands</td>
<td>2</td>
</tr>
<tr>
<td>Australia</td>
<td>1</td>
</tr>
<tr>
<td>Ireland</td>
<td>1</td>
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<tr>
<td>New Zealand</td>
<td>1</td>
</tr>
<tr>
<td>Portugal</td>
<td>1</td>
</tr>
<tr>
<td>Sweden</td>
<td>1</td>
</tr>
</tbody>
</table>

*Organization for Economic Cooperation and Development
Next Steps

- **Survey** customers to validate and prioritize attributes
- **Evaluate** cost, data sources, process requirement for metrics
- **Select** comparable cities and set benchmarks
Thanks & Questions
Appendix

Contents

- Attributes from Expert Sources
- From Attributes to Definition
- “Expert” sources
- Bibliography
- Notes and References
Bibliography


Bibliography


## References

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Metrics</th>
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<tbody>
<tr>
<td><strong>1. Natural Assets</strong></td>
<td>a. Trails available (miles per capita)</td>
<td>a. City records</td>
</tr>
<tr>
<td></td>
<td>b. Preserve areas (m²/area)</td>
<td>b. City records</td>
</tr>
<tr>
<td></td>
<td>c. Golf courses (number)</td>
<td>c. Data from “ArizonaGolf.com” (Link)</td>
</tr>
<tr>
<td></td>
<td>d. Spending on parks per capita</td>
<td>d. City records</td>
</tr>
<tr>
<td><strong>2. Ecological Quality</strong></td>
<td>a. “Air Quality Index” (number of good days per year)</td>
<td>a. Air Data Report (2010), US Environmental Protection Agency (Link)</td>
</tr>
<tr>
<td></td>
<td>b. Maximum air pollutant concentrations</td>
<td>b. CBSA Air Quality Statistics by City (2012), US Environmental Protection Agency (Link)</td>
</tr>
<tr>
<td></td>
<td>c. Drinking water quality (contaminant level)</td>
<td>c. Water Quality Report (2013), Scottsdale’s Water Quality Office (Link)</td>
</tr>
<tr>
<td><strong>3. Cultural Assets</strong></td>
<td>a. Performing arts venues (seats per capita)</td>
<td>a. City records (stadiums, arenas, auditoriums and convention centers)</td>
</tr>
<tr>
<td></td>
<td>b. Top ranked attractions (number of such museums, zoos/aquariums, art galleries, theaters, etc., MSA)</td>
<td>b. List of Accredited Zoos and Aquariums, Association of Zoos and Aquariums (Link) Exhibition &amp; Museum Attendance Survey (2012), The Art Newspaper (Link)</td>
</tr>
<tr>
<td></td>
<td>c. Professional sports teams (number in MSA)</td>
<td>c. Phoenix-Scottsdale Arizona Area Guide (Link)</td>
</tr>
<tr>
<td></td>
<td>d. Public spending on arts and culture ($ per capita)</td>
<td>d. City records</td>
</tr>
</tbody>
</table>
### 4. Human Capital

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Metrics</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Size of workforce (number)</td>
<td>Bureau of Labor Statistics: sum of employed and unemployed persons (Link)</td>
</tr>
<tr>
<td>b.</td>
<td>Educational attainment of workforce (median)</td>
<td>Bureau of Labor Statistics (Link)</td>
</tr>
<tr>
<td>c.</td>
<td>Educational attainment (standard deviation)</td>
<td>Bureau of Labor Statistics (Link)</td>
</tr>
<tr>
<td>d.</td>
<td>High worker engagement (% of workforce)</td>
<td>Global Workforce Study, Towers Watson (Link), 2012 study results (Link) Employee Engagement, Gallup® (Link), 2013 study results (Link)</td>
</tr>
</tbody>
</table>

### 5. Lively People

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Metrics</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Spending on leisure and recreation ($ per capita)</td>
<td>Cultural Statistics Framework &amp; Measures of Cultural Liveliness of Cities, Tilastokeskus Statistics Finland (Link)</td>
</tr>
<tr>
<td>b.</td>
<td>Participation in cultural or recreational activities (number of times per week)</td>
<td>Measuring Cultural Participation (2009), UNESCO Institute for Statistics (Link); Citizen Surveys</td>
</tr>
<tr>
<td>c.</td>
<td>Full-time students in higher education institutions (number)</td>
<td>Educational institutions and city records and statistics</td>
</tr>
<tr>
<td>d.</td>
<td>City library loans (number per capita)</td>
<td>City library records</td>
</tr>
<tr>
<td>e.</td>
<td>Resident performing groups in the city (number per capita)</td>
<td>Local performing arts centers records</td>
</tr>
<tr>
<td>f.</td>
<td>Shows per year (number)</td>
<td>Ticketmaster® (Link)</td>
</tr>
<tr>
<td>g.</td>
<td>Volunteerism (times volunteered per 6 months)</td>
<td>Measuring Cultural Participation (2009), UNESCO Institute for Statistics (Link): Citizen Surveys</td>
</tr>
</tbody>
</table>

### 6. Inclusiveness

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Metrics</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>“Haas Inclusiveness Index”</td>
<td>The Haas Institute Inclusiveness Index (2013), University of California at Berkeley (Link)</td>
</tr>
<tr>
<td>d.</td>
<td>“Bohemian Index”</td>
<td>Bohemian Index (2010), Richard Florida – The Atlantic (Link)</td>
</tr>
<tr>
<td>e.</td>
<td>“Gay Index”</td>
<td>The Geography of Tolerance (2012), Richard Florida – The Atlantic Cities (Link)</td>
</tr>
</tbody>
</table>
### References continued

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Metrics</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7. Specific Amenities</strong></td>
<td>a. Hotels, night clubs, bars, and restaurants (number per capita, variety: distribution by price and type)</td>
<td>a. City records; Hotels – Expedia.com®; Booking.com; Kayak.com Restaurants, Bars, Night Clubs – Yelp®; Fodor’s Travel; Lonely Planet™</td>
</tr>
<tr>
<td></td>
<td>b. AAA Five and Four Diamond hotels and restaurants (number)</td>
<td>b. AAA News Room (<a href="#">Link</a>)</td>
</tr>
<tr>
<td></td>
<td>c. Michelin star restaurants (number)</td>
<td>c. Michelin Selections, Michelin Travel &amp; Lifestyle (<a href="#">Link</a>)</td>
</tr>
<tr>
<td></td>
<td>d. “The Globe Shopper Index”</td>
<td>d. The Globe Shopper Index, The Economist Intelligence Unit (<a href="#">Link</a>)</td>
</tr>
<tr>
<td></td>
<td>e. Tourists inflow (number)</td>
<td></td>
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<tr>
<td></td>
<td>b. Economic output in high-tech sector (% of total GDP)</td>
<td>b. City records Bureau of Economic Analysis in the US Dept. of Commerce (<a href="#">Link</a>)</td>
</tr>
<tr>
<td><strong>9. Safety</strong></td>
<td>a. Fire response time (minutes)</td>
<td>a. City records</td>
</tr>
<tr>
<td></td>
<td>b. Police response time (minutes)</td>
<td>b. City records</td>
</tr>
<tr>
<td></td>
<td>c. Crime rate (number per capita, % of which violent)</td>
<td>c. Data from “City-data.com” (<a href="#">Link</a>); City records</td>
</tr>
<tr>
<td></td>
<td>d. Identity theft consumer complaints</td>
<td>d. Consumer Sentinel Network Data (2014), Federal Trade Commission (<a href="#">Link</a>) Refer to page 17</td>
</tr>
</tbody>
</table>
### References continued

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Metrics</th>
<th>References</th>
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<tbody>
<tr>
<td><strong>10. Health-care</strong></td>
<td>a. Cost per visit for doctors, dentists, and optometrist ($ average)</td>
<td>Cost of Living Index (2013), Council for Community and Economic Research (Link) Refer to page 26</td>
</tr>
<tr>
<td></td>
<td>b. Medical response time (minutes)</td>
<td>City records</td>
</tr>
<tr>
<td></td>
<td>c. Hospital beds (number per capita)</td>
<td>City records</td>
</tr>
<tr>
<td><strong>11. Transport</strong></td>
<td>a. Household spending on transportation ($ per year)</td>
<td>Custom survey</td>
</tr>
<tr>
<td></td>
<td>b. Commute to/from work (average hours per day)</td>
<td>US Department of Transportation (Link)</td>
</tr>
<tr>
<td></td>
<td>c. Mode share (% of all travel done via car, bike, foot, bus, taxi, etc.)</td>
<td>Bureau of Labor Statistics (Link)</td>
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<td></td>
<td>d. Parking spaces (per employee, visitor)</td>
<td>Inrix Traffic Scorecard (Link)</td>
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<td></td>
<td>e. Utilization of [bik lanes, trails, sidewalks] (number of users per day)</td>
<td>OU Institute for Quality of Communities (Link)</td>
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<tr>
<td></td>
<td>f. Walk Score®</td>
<td>American Community Survey (US Census Bureau) (Link)</td>
</tr>
<tr>
<td></td>
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<td>City records</td>
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<td></td>
<td></td>
<td>Airport Guidebook for Evaluating Parking Strategies (Link) Refer to Page 8</td>
</tr>
<tr>
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<td>City records</td>
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<tr>
<td></td>
<td></td>
<td>WalkScore (Link)</td>
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<tr>
<td><strong>12. Employment Options</strong></td>
<td>a. Frequency of data collection (number of surveys per year)</td>
<td>City records</td>
</tr>
<tr>
<td></td>
<td>b. Unemployment rates (% of workforce)</td>
<td>City records; Bureau of Labor Statistics (Link)</td>
</tr>
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<td></td>
<td>c. Incorporated entities (number)</td>
<td>City records; Hoovers™ (Link)</td>
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<td>d. Gallup Payroll to Population Index</td>
<td>US Payroll to Population Rate, Gallup® (Link)</td>
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<td>e. Internship positions (number per worker)</td>
<td>Internships.com® (Link)</td>
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<td>f. Worker confidence in strength of economy and availability of jobs</td>
<td>Randstad Employee Confidence Index (Link)</td>
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<td></td>
<td>(perception of residents)</td>
<td>Employee Benefit Research Institute (EBRI) Retirement Confidence (Link)</td>
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<td>Attribute</td>
<td>Metrics</td>
<td>References</td>
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<td>---------------------------------------------------------------------------</td>
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<tr>
<td><strong>13. Beauty at Night</strong></td>
<td>a. Electricity usage in commercial properties after sunset (kWh after sunset per square mile)</td>
<td>a. Electric utility records</td>
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<td>b. “DarknessMap” (experimental)</td>
<td>Original survey</td>
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<td>DarknessMap [Link]</td>
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<td><strong>14. Social Brand</strong></td>
<td>a. Mentions in social media (number per week)</td>
<td>Available from numerous sources both for free and at cost:</td>
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<td>b. Mentions outside Arizona, US, North America (number per week)</td>
<td>Socialmention.com – free [Link]</td>
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<td>c. Positivity of sentiments (proprietary score)</td>
<td>HootSuite.com – freemium [Link]</td>
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<td>d. Google Search Trends (percent difference versus comparable cities)</td>
<td>ViralHeat – $50-500 per month [Link]</td>
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<td>b. Same as above</td>
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<td>c. Same as above</td>
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<td>d. Google trends site [Link]</td>
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</tbody>
</table>
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