Guiding Pro-Business Public Policy

WHAT’S INSIDE:
Feature Article: Getting Involved with Government Affairs / Downtown Tucson Partnership Update on Downtown / Biz Toolkit: Crisis Communications

TucsonChamber.org
Working for you.

Marketing
Design
Printing
Inventory Management
Promotionals
A Fresh Approach to Local Politics

The Tucson Metro Chamber has taken a fresh, new approach to government relations. Gone are the single party line affiliations and preferences of the well-placed few. Taking the place of these practices is a broadly-based, bi-partisan effort to examine issues and interview candidates.

Chamber volunteers carefully selected to represent Democratic, Republican and Independent affiliations are seated to ask the tough questions. Although from diverse political perspectives, all are pro-business. The results are more representative and moderate recommendations that best reflect the views of the Chamber’s Board of Directors and our diverse membership.

Also new to the Chamber’s approach to government affairs is a three-step filter for deciding whether to fund positions on business-related public policy and candidate endorsements. The filter takes into account:

- philosophical differences between candidates
- the ability of a candidate to actually win his/her election
- the potential for the Chamber to influence the outcome

Using this system helps the Southern Arizona Business Political Action Committee (SAZPAC), the Chamber's political action committee, decide who to endorse and whether to endorse anyone at all. Making these critical decisions helps SAZPAC deploy its resources strategically and maximize impact.

I would like to extend two invitations to you. First, get involved in the political process. Too much happens in the world of government for anyone to be on the sidelines. Second, plan to attend one or more of our Interface meetings held in the Chamber's Board Room. The Chamber has made arrangements to host County Administrator Chuck Huckelberry and City of Tucson Mayor Jonathan Rothschild and/or City Manager Richard Miranda four times per year each. You can find the schedule for Interface meetings on the Chamber’s web site, www.tucsonchamber.org. Your personal participation in government affairs will ensure that the voice of business is amplified.

Bruce Dusenberry
Chairman of the Board
President, Horizon Moving Systems, Inc.
We have a saying inside the Tucson Metro Chamber about the interface between government and business: “If you’re not at the table, you’re on the menu.”

Here’s why:

- Many public officials at City Hall and at the Pima County Board of Supervisors have never worked in the private sector. They have never signed the front of a paycheck. They have never competed for a limited market share. Instead, they are the recipients of taxes created by businesses and individuals who do succeed.

- Anti-business special interest groups, many of them with extreme and unrealistic world views, abound in our community. Left unchallenged, the influence of these groups will have a negative effect on business by creating new taxes and new regulations that stifle free enterprise and drive businesses to other communities. Lost opportunities mean lost jobs.

- Public officials must be reminded that they are public servants. The public is not their servant. Whenever governmental bodies function as entities more concerned about re-election or their own self interests, it is clear that their roles are not the roles of servant leaders.

If the Tucson Metro Chamber doesn’t work with and watch over government leaders, the outcome of their efforts will almost certainly be counter to free enterprise and economic vitality. We embrace that role and pledge to continue to serve as the voice of business in the halls of government.

Your support of Chamber efforts is vital to our success. Become more active in voicing your opinion about public policy. Contribute to the Southern Arizona Business Political Action Committee (SAZPAC), a PAC associated with the Tucson Metro Chamber. Attend the quarterly Interface meetings where you can hear from and speak directly to Mayor Rothschild and County Administrator Huckelberry. Each of them will appear at the Chamber four times per year. Check the Interface schedule on the Chamber’s web site for dates and details.

Michael V. Varney
President & CEO
Full Steam Ahead

The past year has been an exciting time to be involved in government affairs at the Tucson Metro Chamber. We brought the Southern Arizona Business Political Action Committee (SAZPAC) to life, revitalized our candidate evaluation process, successfully killed a few pieces of anti-Tucson and anti-business legislation and have helped shepherd a few projects, like the FRV Solar facility in Avra Valley. Overall, there are two accomplishments that stand out though: the City of Tucson local business preference ordinance and our open relationships with elected officials.

Late in 2011 representatives of the Chamber approached Councilman Richard Fimbres with a proposal to give local small businesses a preference in City of Tucson procurement. He had similar actions in mind for small businesses and together we took the idea to the entire Council. The City Council supported the idea unanimously and assigned stakeholders and City staff to develop an effective procurement preference ordinance. After months of meetings and a healthy legal review, we were able to take an effective and fair preference policy back to the Council. They passed the policy unanimously, creating an environment that helps Tucson’s local businesses have a slight edge to do business with their own municipal government.

The narration above is probably the best example of what happens when you put political labels, assumptions and the past aside and instead focus on business. This year the Chamber was able to develop relationships with many elected officials who the Chamber had not worked with in years, if ever. Chamber President and CEO, Michael Varney, and I took an approach of open communication and honesty to meetings. We asked the same of our elected officials and we received a positive response from most. As a result, we saw results in this year’s candidate evaluation. Candidates who had never participated in the candidate interview process in the past were some of the first to ask for an interview. They should be applauded for their willingness to come to the table and want to work together.

That is the key – togetherness. As we look forward beyond the November 6 election, the Chamber will have to work with those elected by the voters of Southern Arizona. There is one distinct difference though. We know we have to work with them, but we really want to work with them. Contrary to what many think, business is not a Republican or Democrat issue. It is business. Are low taxes more important than an adequate transportation system? Is a strong education system a higher priority than the ease of conducting commerce? These questions require study, discussions and constructive debate.

This is where the Chamber will be the most effective and best serve you. The Government Affairs Department has numerous policy issue committees with which you can be involved. Members provide the backbone to our policy program. We need your input. I ask that you get involved and be heard. Together we will make Southern Arizona a great place to do business.

Robert Medler
Vice President of Government Affairs
**Mission**

Our non-profit organization is dedicated to the inclusion of people marginalized by trauma, homelessness, poverty, racism, sexism, addiction, crime and violence.

We are committed to the research, development and dissemination of information regarding community building.

**Vision**

To be the best teaching and learning community for developing the dignity and courage to overcome life threatening challenges.

We also support Downtown Tucson Redevelopment. Visit our Dragonfly Gallery at 146 E. Broadway Blvd. Enter the gallery drawing for prizes. Proceeds will benefit the Capital Campaign for Dragonfly Village at Circle Tree Ranch.

dragonflyvillage.org

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**Operation Clean Sweep**

Self-organized event - October 20, 2012

People all across Pima County and Tucson will be cleaning up their neighborhoods this day. Grab a friend or two and pitch in!

**DO:**
- Clean up trash and weeds in your own yard and along alleys and neighborhood streets
- Wear gloves, sunscreen, closed toe shoes, and a hat
- Drink plenty of water
- Supervise younger volunteers
- Be aware of the potential for wildlife encounters, especially with snakes and insects
- Dispose trash in your own trash bin

**DON’T:**
- Work in the roadway - Safety First!
- Pickup trash along streets where the speed limit is greater than 25 mph
- Trespass on private property
- Pick up any items that pose health and safety risks (hypodermic needles, medical waste, dead animals, etc.)

Operation Clean Sweep is a one-day event to kick start cleaning up our community.

For more information, contact: greenthingaz@gmail.com (520) 299-9471
The renaissance of Downtown Tucson has been anticipated for years now. Back in the 1950s, Downtown was the place to be as memorialized in the photographs on Broadway leading into the city’s core. Our CEO, Michael Keith, fondly remembers his first kiss in the back row of the Fox Theatre in the era when Downtown was where proper dates took place.

I was one of the partners in developing the Ice House Lofts in 2004. We believed Downtown was on the verge of happening then, as did many others. We were successful with that project, but then the recession happened and real estate in Arizona took a hard fall.

We are getting up slowly across the state. Marshall Vest’s July, 2012 analysis of the Arizona economy is that recovery is happening – slowly, but it is happening.¹

Downtown is seeing a much faster recovery than the rest of the state. Downtown Tucson Partnership conducted a survey of Downtown businesses to determine the extent of private investment from 2008-2013. During these dark years of recession, an astonishing $210,000,000 in private money will have been invested in Downtown by the end of 2013. This totals 141 separate projects newly constructed or renovated, specifically:

- 48 restaurants/bars
- 23 offices
- 38 retail establishments
- 4 entertainment venues
- 6 multi-family housing projects
- 38 single-family housing units
- 1 hotel (Hotel Congress renovations)

Private investment created an estimated 2,900 construction jobs and relocated or created a total of 900 full time jobs to our central core.

Public investment in Downtown has been extensive as well. Rio Nuevo alone invested over $37,000,000 in various infrastructure improvements within the district between 2003-2010. The City of Tucson invested heavily in parking structures, with the result now that we have over 15,000 parking spaces Downtown.

Then there is the modern streetcar, which has already proven to spark investment. Altogether, from 2008-2013, the Downtown Tucson Partnership estimates that over $500,000,000 in public investment has gone into Downtown. Public investment created an estimated 7000 construction jobs.

What does this all mean?

Transit lines bring new development. A recent study looking at transit lines in Minneapolis, Denver, and Charlotte, documented between six and ten million square feet of development since the opening of the transit lines in each of the cities.² We have a lot more room to grow here in Tucson.

With development, comes increased density. Workers’ productivity increases with the density of the area in which they work (estimated to be between two to four percent increase in productivity due in part to the shared knowledge and experience that happens when people interact).³

And demographic trends keep pointing towards more and more people wanting to be Downtown. The two largest population bubbles both show a distinct preference for walkable, urban areas. Millennials (twenty-somethings through mid-thirties) are driving cars less and getting drivers’ licenses less frequently; baby-boomers (50s-60s) are getting tired of maintaining large yards and houses. Both rank the environment highly on their lists of priorities and see urban centers as the most desirable places to live and work.⁴

The economic picture for Downtown Tucson is rosy … however, that’s what has been said for many years. We need to continue to support what has worked Downtown – almost all of the 141 projects cited above are small, locally-owned businesses who have persevered through recession, hot summers and streetcar construction. We need to continue to support these businesses and we need to support more residents and workers Downtown. And all of us need to re-experience those lovely first dates and first kisses again in the magical evenings we have in our vibrant Downtown Tucson.

Congratulations Finalists!

The Copper Cactus Awards ceremony will be held on Tuesday, November 13 at The Westin La Paloma Resort & Spa.

Best Place to Work

- Bank of Tucson
- BeachFleischman
- CEDR Solutions
- Cemrock
- Easycare
- Goodman's Interior Structure
- LP&G
- Merle's Automotive Supply
- O'Rielly Chevrolet
- Patio Pools & Spas
- Pima Dermatology
- Rosemont Copper
- The Maids of Tucson
- The Gaslight Theatre
- Zanes Law

Community Service

- CAID Industries
- Commotion Studios
- Cook & Company Signs
- Golden Eagle Distributors
- Horizon Moving Systems
- Jonathan's Cork
- PICOR Commercial Real Estate Services
- Shaffer Dry Cleaning & Laundry
- Swaim Associates

Nextario Innovation through Technology

- 4D Technology Corporation
- BestComm Networks
- Darling Environmental & Surveying
- Dataforth
- Engineering and Environmental Consultants
- IntelliQuick Delivery
- Larsen Baker
- Lovitt & Touché
- PACE Technologies
- Simpleview
- SynCardia Systems
- Tucson Embedded Systems

Small Business Leader of the Year

- Ron Adair, Adair Funeral Home
- Dr. Bob Breault, Breault Research Organization
- Jeffrey A. Hamstra, Hamstra Heating & Cooling
- Amanda Holbert, Elegant Iron
- Mic Williams, Micro Import Service

GET YOUR TICKETS NOW AT TUCSONCHAMBER.ORG. REGISTER BY NOVEMBER 6.
How our region grows in the coming decades will affect every aspect of our lives: where we live and work, how much time we spend in a car, where businesses locate and how many jobs are available, the quality of our education system, access to arts and culture and the enjoyment of the outdoors. Armed with this knowledge, we have the power to take action and plan strategically for what lies ahead for our physical and cultural environment. If we collaborate on a regional scale, we can shape the future by balancing natural resources and economic objectives as growth occurs.

For the past four years Imagine Greater Tucson has been engaging area residents in a carefully-designed visioning process. The objective is to empower people to create and secure a vibrant region for generations to come.

We started the process by asking residents to tell us what they value about living here. The responses provided us with 60 Shared Values which we categorized into the 9 Principles:

- Accessibility
- Educational Excellence
- Environmental Integrity
- Good Governance
- Healthy Communities
- Higher Education
- Prosperity
- Quality Neighborhoods
- Regional Identity

Using these 9 Principles as a prism to inform our next steps, Imagine Greater Tucson then held mapping workshops around the region and asked 600 people how to best accommodate growth and the addition of another one million residents. After analyzing the data, we returned to the community a third time with a survey that posed for consideration a series of land-use planning scenarios and tradeoffs. The survey yielded 6,700 responses from across the region and revealed this: people want choices.

While some people will always want to drive their cars to work, others want the expediency of public transportation options. There is a large and growing demand for urban life, with townhomes or upscale apartments located within walking distance of the workplace, shopping and entertainment. Others want homes that enable multiple generations to live under one roof. Of course, there will always be a market for single-family homes on large lots. This is, after all, the American West, and the desire to live in wide open spaces runs deep in our character.

Our market is already shifting, and we need to adjust accordingly. Otherwise, our children will continue to migrate to more urbanized areas to raise our grandchildren. The professionals we require for our local workforce will continue to be recruited away to cities and regions that have more options for living.

Moving Forward, Imagine Greater Tucson is committed to working on behalf of our community and in cooperation with the local jurisdictions as they prepare their general and comprehensive plans. We have already involved more than 10,000 residents and we plan to connect with many more over time. We will continue to gather information, report results and facilitate consensus by calling on the public, elected officials, major employers, neighborhoods, business coalitions and other regional stakeholders. Lastly, Imagine Greater Tucson is dedicated to ensuring that the community’s common values and preferences are placed at the forefront as the region readies itself for what can and should be a prosperous future.

The Regional Vision is a shared idea about what we, as a region, want for our future. The vision describes new ways of looking at future growth and development, increasing choices in where and how we live and breaking away from “business as usual.”

The vision outlines strategies for creating and attaining:

- quality places and neighborhood choices
- a strong and diverse economy
- conservation of resources
- an accessible region
- regional collaboration

For a copy of the Regional Vision go to www.imaginегreatertucson.org.
Rebates For Your Business!
Save money and energy with Smarter Greener Better® rebates.

For details on eligibility and requirements, please visit www.swgasliving.com/tucchamber or call our Energy Specialists at 1-800-654-2765.

**Solar Water Heating Rebates!**
Residential and commercial water heating and commercial pool heating systems.
$15/therm up to 50% of system cost

**Commercial Equipment Rebates!**
Storage and tankless water heaters, griddles, fryers, combination ovens, dishwashers, boilers and more.
Up to 50% on qualifying equipment

**Custom Commercial Rebates!**
Design your own rebate incentive to fit your specific business needs.
$1/therm up to 50%
## Member Anniversaries

### June 2012

<table>
<thead>
<tr>
<th>Years</th>
<th>Company Name</th>
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<tbody>
<tr>
<td>72</td>
<td>Target Commercial Interiors</td>
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<tr>
<td>46</td>
<td>Konica Minolta Business Solutions USA, Inc.</td>
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<td>38</td>
<td>Oracle Road Rent-All &amp; Sales</td>
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<td>36</td>
<td>Bombardier Aerospace</td>
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<td>32</td>
<td>Tucson Federal Credit Union</td>
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<td>29</td>
<td>Mercedes-Benz of Tucson</td>
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<td>27</td>
<td>Cash Box Jewelry Co.</td>
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<tr>
<td>24</td>
<td>Pantano Vista/Harrison Hills Mobile Home Park</td>
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<tr>
<td>23</td>
<td>Cottonwood Tucson Foothills Mall</td>
</tr>
<tr>
<td>21</td>
<td>Kaneen Advertising &amp; Public Relations</td>
</tr>
<tr>
<td>20</td>
<td>Thomas Promotions, Inc.</td>
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<tr>
<td>19</td>
<td>CBIZ Benefits &amp; Insurance Services, Inc.</td>
</tr>
<tr>
<td>18</td>
<td>Palo Verde Inn &amp; Suites Pima County Public Library</td>
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<tr>
<td>17</td>
<td>A-Message-On-Hold/SD, Inc. eegee's Restaurants &amp; Catering Tucson Coin &amp; Autograph</td>
</tr>
<tr>
<td>13</td>
<td>Extra Space Storage</td>
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<tr>
<td>12</td>
<td>Arico Plumbing Bookmans Entertainment Exchange University Termite &amp; Pest Control, Inc.</td>
</tr>
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</table>
New Members
Visit TucsonChamber.org for additional new member information.

June 2012
Accountability Matters, LLC
P (520) 409-1458

AFLAC
P (310) 663-6958

Bank of America
Campbell/Skyline
P (520) 615-5712

Rancho Vistoso
P (520) 877-4580

Cortaro Farms
P (520) 572-7531

Catalina Highway
P (520) 917-6546

Ina/La Cholla
P (520) 917-5245

Ajo/Mission
P (520) 908-8000

Green Valley
P (520) 625-0232

1st Ave./Wetmore
P (520) 408-6480

Oro Valley
P (520) 878-2780

North Stone
P (520) 628-4080

Tucson Downtown
P (520) 839-5100

Wilmot/Broadway
P (520) 514-6720

Casas Adobes
P (520) 917-4830

El Con
P (520) 917-6006

Bel Air
P (520) 232-1860

Tanque Verde
P (520) 258-0480

Broadway/Camino Seco
P (520) 258-0540

Campbell/Adeleide
P (520) 322-2900

Grant/Craycroft
P (520) 258-0520

Midvale Park
P (520) 806-8900

Oracle/Limberlost
P (520) 408-6450

Campbell/Irvington
P (520) 806-9980

Rita Ranch
P (520) 574-7440

Sahuarita
P (520) 388-7420

Thorndale/Linda Vista
P (520) 572-7660

Campbell/Skyline
P (520) 917-5553

Tohono O’Odham
P (520) 383-4843

Blue Marble Institute
P (520) 318-5509

Catalina State Park
P (520) 628-5798

Collectron
International Management
P (520) 287-6205

Enlightening, Inc.
P (703) 622-7634

Film Creations
P (520) 624-4444

Focus HR, Inc.
P (520) 721-6777

Hacienda Del Sol Guest Ranch Resort
P (520) 299-1501

Integrity Consultants, LLC
P (520) 225-8827

Kartchner Caverns
State Park
P (520) 586-2283

LA Fitness International
P (520) 399-8244

Mister Car Wash and Lube Centers
P (520) 615-4000

Plumbing Suppliers, Inc.
P (520) 326-6433

Prima Hospitality, LLC
P (520) 780-6155

Purcell Tire Co.
P (520) 747-9429

RBC Wealth Mgmt.
P (520) 615-4339

The Diaper Bank of Southern Arizona
P (520) 325-1400

Tucson Dermatology, Ltd.
P (520) 886-4119

Wal-Mart Supercenter
P (520) 544-0016

July 2012
A Three Braided Cord
P (520) 296-0085
Scalable technology that never ties you down. Unleash the power of IP from CenturyLink.

Look to CenturyLink for solutions that will get you more value out of your network.

CenturyLink Business offers a vast array of advanced IP solutions for businesses in Tucson, including scalable Ethernet access that can help improve your productivity and reduce your costs. And whatever solution you choose, you’ll be working with a company that combines a top-tier national network with expert local support right in your neighborhood.

- Ethernet
- MPLS
- Dedicated Internet Access
- VoIP
- Remote Backup and Restore
- Hosting Services

Want to hear more about how we can help enhance your network with our cutting-edge IP solutions?

Contact us at 888.853.4339
Visit us online at centurylink.com/BusinessSolutions
The Tucson Metro Chamber spent most of summer 2011 evaluating what was working and what wasn’t in the world of public policy. One of the items that quickly rose to the top of what wasn’t working: political action. In response, the Government Affairs Department developed a plan to change how the Chamber was approaching political action.

First up was making the Chamber’s defunct political action committee (PAC) relevant. Over the course of a calendar year, the PAC was able to collect more than 550 individual $10 contributions. As a result, the PAC was certified in June 2012 as a state “super-PAC.” Thank you to all our members who contributed. The effort would not have been successful without you. “This new status solidifies the Chamber’s role as a local leader while helping ensure that our community’s small businesses have a powerful voice in public policy issues that affect their ability to succeed,” said Phil Dion of the Chamber’s Board of Directors and chair of Government Affairs.

Phil was right. As the sole business organization south of the Gila River with a certified super-PAC, the Tucson Metro Chamber became politically relevant almost overnight. Literally the following day, we received calls from candidates and their campaigns asking how they could meet with the Chamber. This leads us to the second change for the Chamber: candidate evaluation.

For decades the Tucson Metro Chamber has been conducting candidate interviews. Over time this process became stale, repetitive and ineffective in identifying which candidates were the best for business. To fix this, a new chair was identified and the committee was restructured. Walter Richter from Southwest Gas Corporation was asked to serve as chairman of the new Candidate Evaluation Committee. Walter’s experience in government relations and his political savvy made him an easy selection. The committee was then restructured to have five registered Democrats, five registered Republicans and four registered Independents; all are Chamber members and all have the understanding that business interests and jobs are the priority.

The final component of the new plan was to revise the PAC and its steering committee. The steering committee is the body of Chamber members who make decisions on whether or not to endorse a candidate. The first thing to change was the name. The name was changed to the ‘Southern Arizona Business Political Action Committee’ (SAZPAC) for a reason. We wanted to send a message – we are about all of Southern Arizona and we’re about business. The previous PAC had only three members (all Board members) who made the decisions. To facilitate movement in a new direction, the PAC increased to seven members: three Democrats, three Republicans and one Independent.

SAZPAC endorsements that were made for this year are included in this publication. It’s nearly a 50/50 split: nine Democrats, ten Republicans. Use your business perspective to look at each race and you’ll see why the PAC endorsed who they did. And remember, business is what it’s all about.
Getting Involved with Government Affairs

Members are the foundation of the Tucson Metro Chamber’s process to evaluate public policy. We know each member’s personal experience with his or her business offers a unique perspective on how government affects business. That is why we have an extensive government affairs program. Public policy committees offer an opportunity for Chamber members to help build a strong policy foundation for the Chamber to advocate.

If you are interested in learning more or serving on any of these committees, please email Robert Medler at rmedler@tucsonchamber.org.

Public Policy Council
Having a bird’s eye view of policy and political landscapes is an absolute must in today’s business climate. The Tucson Metro Chamber’s Public Policy Council coordinates the government affairs efforts of the Chamber. It receives recommendations from the various issue committees and staff to create action plans for advocacy of issues and positions. Members of this committee are selected by the Chamber’s Board of Directors and Government Affairs Department staff for their knowledge of public policy, their political connections and their awareness of issues and priorities.

Infrastructure Committee
A strong business environment is built on the ability to have infrastructure ready for expanding existing companies or opening new businesses. Whether high-tech manufacturing, cutting edge biomedicine or a new retail store, businesses need readily available utilities and adequate transportation for their products and customers. The Infrastructure Committee is responsible for transportation, wet utilities and dry utilities. It is responsible for identifying, evaluating and making recommendations on pertinent issues within these public policy realms.

Healthcare Committee
The health of a company’s employees is integral to the success of that business. From doctor-patient rights, to availability of plans, to tort reform, this committee is responsible for evaluating federal and state policy impacting healthcare availability, quality and affordability.

Land Use & Natural Resources
The Land Use and Natural Resources Committee advocates for policies that support a strong economy. Members of this committee respond to Southern Arizona’s diverse needs regarding land parcels for development, utilization of protected lands and use of natural resources for economic gain while respecting the rights of the regulated community. The committee supports implementation and enforcement of environmental laws and regulations in a fair, reasonable and consistent manner.

Budget, Finance & Legal
The Budget, Finance and Legal Committee evaluates the various municipal budgets, advocates for funding of Chamber priorities and ensures regulations being passed are business friendly. This committee also covers employment and tax regulation. If you have an interest in ensuring business has a positive regulatory climate in Southern Arizona, this is the committee for you.

Candidate Evaluation
The Candidate Evaluation Committee interviews candidates and analyzes their background, qualifications and postures with respect to Chamber issues affecting the membership. Members disseminate candidate positions to Chamber membership and report the results of the candidate evaluations to the Chamber’s Political Action Committee. This Chamber committee is by invitation only. Please contact Robert Medler if you are interested in joining this committee.

Political Action Arm of Chamber Gets New Format; New Look
Chair: Brad Richards
Mr. Electric

Chair: Phil Dion
UNS Energy Corporation

Chair: Tom McGovern
PSOMAS Engineering

Chair: Walter Richter
Southwest Gas Corporation

Chair: Kasey Nye
Quarles & Brady LLP

Chair: vacant at time of printing

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UNS Energy Corporation

Chair: Tom McGovern
PSOMAS Engineering

Chair: Walter Richter
Southwest Gas Corporation

Chair: Kasey Nye
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It’s always a good time to make sure your company has a solid, updated crisis communications plan. Think of it as a form of disaster insurance.

Time to respond to a crisis is a luxury. Today instantaneous response is a necessity because the story can spread so far so fast – worldwide in seconds. A poorly handled response can make a disaster even worse.

A recent IR Insight report, based on responses from more than 750 investor relations professionals worldwide, showed 35 percent of firms experienced a crisis in the past five years, and a third had no formal crisis plan. We don’t know which of the 35 percent were not among the third with a plan, but these are still disturbing ratios.

Far and away, respondents (68 percent, across all regions, cap sizes and sectors) indicated corporate reputation was the top crisis issue, beating out shareholder retention or share price.

A well executed reaction to crisis can actually help a company’s reputation. And, communications preparation for potential disasters can sometimes be covered in your company’s insurance policy.

If you’ve never had a formal plan, where do you start? Like a good risk manager, begin by thinking of all possible crises that could impact your business, from fire to product tampering to employees’ unethical conduct. Other events that could lead to emergency situations include accidents, layoffs, or perception of a cover-up. Get your best team together to brainstorm possibilities. Not only will you have a more comprehensive list, but you’ll get their buy-in into the project.

Once you have identified possible crises, establish response policy and procedures that fit the way your organization operates, and designate an emergency communications coordinator and team members. Make sure your plan for emergency response and rumor-control measures includes all options: your website, setting up a designated phone number and using social media.

You’ll also need to determine a priority system for spokespeople, both in terms of who would handle calls in what order and by the nature of the crisis. For example, people with varied technical expertise might be needed for different types of emergency situations.

Additionally, a good crisis plan includes a list of all local and regional authorities, police, fire, etc. who might need to contacted, as well as other key contacts such as major suppliers and/or customers.

Make sure you have up-to-date maps and floor plans that are accessible no matter what – even if the building is on fire, flooded or under siege – that both emergency responders and the media might need. Additionally maintain rosters of people who would normally be working in each office or area.

Prepare press materials in advance that can be put into play at a moment’s notice such as company fact sheets, boilerplate information and diagrams.

Most crisis communications mistakes fall into identifiable categories:

• Over-optimistic assessment and slow response to crisis
• Failure to have a plan or have an inadequate plan
• Inept mobilization of corporation functions
• Not engaging senior management in crisis.

Corporate reputation damage grows exponentially because public social media interaction can become a groundswell impacting company response. Think Susan G. Komen. And understand that so much of social media comment can be made anonymously. Our globe’s communication spins at ever-increasing speeds. Just make sure you’ve got the right communications insurance to keep up.
Support these pro-business candidates and positions on November 6!

Arizona Corporation Commission
Marcia Busching (D)
Susan Bitter-Smith (R)
Robert “Bob” Burns (R)

Arizona Senate
District 2 – Linda Lopez (D)
District 3 – Olivia Cajero-Bedford (D)
District 9 – Steve Farley (D)
District 10 – David Bradley (D)
District 14 – Gail Griffin (R)

Arizona House of Representatives
District 9 – Victoria Steele (D), Ethan Orr (R)
District 10 – Bruce Wheeler (D), Ted Vogt (R)
District 11 – Adam Kwasman (R)
District 14 – David Gowan (R), David Stevens (R)

Pima County Recorder
F. Ann Rodriguez (D)

Pima County Treasurer
Beth Ford (R)

Pima County School Superintendent
Linda Arzoumanian (R)

Ballot Propositions
Proposition 116  YES
Proposition 117  YES
Proposition 119  YES
Proposition 409  YES

Pima County Board of Supervisors
District 1 – Ally Miller (R)
District 2 – Ramon Valadez (D)

Remove this page and share it with employees, friends and associates. And be sure to take it to the polls when you vote.
The Tucson Metro Chamber is pleased to announce that it has arranged a series of discussions with Mayor Rothschild and/or City Manager Miranda and County Administrator Huckelberry and/or County Board Chairman Valadez. The program is called Interface. Interface provides business owners and executives with opportunities to speak directly to these high level public officials about public policy and doing business in Southern Arizona. Learn the latest about policy decisions and other activities in the City of Tucson and in Pima County. Your questions and concerns are welcome. We encourage openess, transparency and robust discussion.

All Interface gatherings will take place at the Tucson Metro Chamber Board Room from 11:00 a.m. until noon on the dates below.

**City of Tucson (Mayor Rothschild and/or City Manager Miranda)**
- November 15
- February 28
- May 23

**Pima County (County Administrator Huckelberry and/or County Board Chairman Valadez)**
- October 25
- January 24
- April 25

Your voice is important! Please come to these meetings and let our public officials know what you think is important to promote a stronger local economy.

Save these dates and attend as many Interface sessions as possible! To register for any of the Interface sessions, visit TucsonChamber.org and use the event calendar.
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Sign up to receive our newsletter which includes free cost saving tips for tenants!
March of Dimes

For close to 75 years, March of Dimes has worked tirelessly toward the day when all babies are born healthy. Babies have been at the heart of our mission since 1958, when our mission focus became infant and child health. Although you may not realize it, you have been touched by the March of Dimes if …

- You or your child received a polio vaccine;
- You took the B vitamin folic acid before and during pregnancy to prevent birth defects;
- You or someone you know is one of the more than 12,000 parents who had a premature baby in Arizona this year;
- You had a healthy baby due in part to good prenatal care at home and from your doctor or nurse.

March of Dimes provides support and resources to families in the NICU wondering when or if they’ll be able to take their baby home. We also work to prevent prematurity, birth defects and infant mortality through research and community-based programs.

There are many ways to support the March of Dimes mission. During Prematurity Awareness Month, March of Dimes will hold its premier foodie event, filled with Tucson’s top chefs and one-of-a-kind live auction packages!

To get involved with March of Dimes, contact Chris Huyett at 520-298-5490 or chuyett@marchofdimes.com. Visit our website at www.marchofdimes.com/Arizona.

UApresents

CHUCK TENNES, EXECUTIVE DIRECTOR

When people think of UApresents, they are typically reminded of their favorite performances and upcoming events. UApresents, the University of Arizona’s professional performing arts presenter, hosts the world’s finest classical, jazz, dance and world music events.

The 2012-2013 season features Bonnie Raitt, Lang Lang, Carol Burnett, David Sedaris, Chris Botti, MOMIX and the Broadway musical FELA!, all part of a portfolio of programming that rivals the premier arts presenters in the country.

What may not be top-of-mind is that arts education is at the heart of UApresents. In fact, it is central to our mission to “educate, enlighten and inspire by bringing performing arts and artists together with the diverse communities of Southern Arizona.”

UApresents enabled nearly 15,000 underserved members of our community to experience live performing arts last season. Our free education and outreach programs include In the Schools, which brings professional artists into local schools to perform for thousands of K-12 students, master classes for high school and college students and an annual children’s festival.

Because ticket sales account for just over half of our revenue, community support is crucial. We collaborate with businesses through corporate sponsorship, marketing opportunities and our membership program. This year, we invite businesses to Come to the Cabaret, a gala event to help support UApresents and the future of arts education.

Live performance is engaging, exhilarating and different every time. Bring your staff, clients and vendors to an event. It is a great way to entertain—and an experience that will last a lifetime.

To learn more, please visit uapresents.org or call (520) 621-3341.
Education Committee Initiatives

• Expand the number of speakers and topics to give a minimum of 50 presentations to students and faculty.

• Increase the number of scholarships from seven to 10, three of which will be awarded to previous recipients.

• Create an alignment between business and education for student achievement and career preparation by adding two new partners.
  – United Way’s program to promote early childhood literacy through third grade.
  – Blue Marble Champions for Change’s program focused on science, technology, engineering and math at the eighth grade level.

• Deliver the State of Education Luncheon, annual event where scholarships are awarded, and expand the exhibitor count to a minimum of 35 and attendance to 500.

• Research education initiatives and legislation to help the Chamber set policies and take action.
  – Align partner action items.
  – Develop the common core standards through the Partnership for Assessment of Readiness for College and Careers.

• Present at regular meetings on timely and cutting edge topics affecting PreK through University education, public and private.
Lisa Lovallo  
Vice President &  
System Manager  
Cox Communications

**ORIGINALLY FROM:** Native Tucsonan  
**EDUCATION:** B.A. University of Arizona  
**FAMILY:** Immediate Family all live in Tucson.

**PROUDEST ACCOMPLISHMENTS:**
Starting and running a successful business with my dad and brother; Being named 2010 Woman of the Year by the Tucson Metro Chamber; Delivering the commencement address to the University of Arizona School of Social and Behavioral Sciences; shot a score of 80 at Arizona National!

**BIGGEST PROFESSIONAL CHALLENGE:**
Managing in an organization that is going through tremendous change, while the industry is going through tremendous change, while the entire world is going through tremendous change!

**WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:**
Tucson is a wonderful place to live and work – everyone needs to embrace that fact. However, we are not without challenges and everyone also needs to embrace that fact. The time for complaining and bickering about these challenges is over. Everyone – business, government, nonprofit, citizens needs to come together and work for common sense solutions. Our beautiful landscape, our great weather and our great research university are NOT enough by themselves to keep Tucson relevant in the U.S. If we want this region to thrive into the next century, we have to create a vibrant, sustainable and diverse economic base that attracts people to our region and also retains our young people who right now are leaving us for better opportunities elsewhere.

**TOP THREE THINGS ON MY BUCKET LIST:**
1. Be asked to join the Tucson Conquistadores.  
2. Be quoted in a Newsweek article titled: Tucson: America’s Best City.  
3. Read a study by the US Department of Commerce that shows our region with one of the lowest poverty rates in the nation.

Howard “Stu” Stewart  
President / CEO  
AGM Container Controls

**ORIGINALLY FROM:** Hollywood, CA  
**IN TUCSON AREA SINCE:** 1970  
**EDUCATION:** B.A. Political Science from Principia College, Elsah, IL.  
**FAMILY:** Howard’s parents are Roger and Joyce Stewart, who started AGM in 1970. Howard has two sons, Clayton, who is pursuing a bachelor’s degree in mechanical engineering at the University of Arizona; and Russell, who is pursuing a double bachelor’s degree in neural science and mathematics at the University of Southern California (USC) in Los Angeles.

**PROUDEST ACCOMPLISHMENTS:**
1) That my sons are becoming productive, civic-minded citizens, who are diligently working towards being able to make a contribution to society; 2) That my workforce team at AGM is continuing to do a better and better job at successfully running our company; 3) Winning the United States Chamber of Commerce “America’s Small Business of the Year” in 2009 was pretty cool; 4) So was climbing to the top of Mt. Kilimanjaro in 2011.

**BIGGEST PROFESSIONAL CHALLENGE:**
1) Continuing to grow AGM, which is currently 70% dependent on military defense sales when the defense market is shrinking; 2) Continuing a 20-year streak of not laying off a single AGM employee.

**WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:**
All of us should support initiatives that strengthen Tucson’s K-12 educational system. If we want to improve Tucson’s economy, by attracting new business, we need to have a much stronger educational system at the K-12 level. In particular, we need to support initiatives that would enable all of Tucson’s children to be able to read and write at a proficient level by third grade. Additionally, we need to do what we can to attract high-paying manufacturing companies to Tucson. I can’t think of anything more that would attract companies with high paying jobs to Tucson than to significantly improve Tucson’s K-12 educational system.

**TOP THREE THINGS ON MY BUCKET LIST:**
1. Bike around the world from east to west or vice-versa.  
2. Climb to the base camp of Mount Everest.  
3. Create educational and career opportunities for children and teenagers here in Tucson.
Richard A. Rose
President / CEO
Film Creations, Ltd.

ORIGINALLY FROM: Westchester County, New York
IN TUCSON AREA SINCE: 1976
EDUCATION: B.A. University of Denver
FAMILY: Wife; Elizabeth Dawson Rose, Sons; Paul Rose, Derek Rose; Stepson, Tristan Dawson
PROUDEST ACCOMPLISHMENTS:
Raising successful kids, and working in a profession that I truly enjoy. I’ve had ‘back-stage’ adventures as a result of my job that most people never have the chance to experience.

BIGGEST PROFESSIONAL CHALLENGE:
Establishing a world-class production facility in Tucson before VCRs, cable TV or satellite existed.

WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:
Rio Nuevo literally means ‘New River’. Water is what has always attracted people to this valley from pre-history, and the decline of downtown directly parallels the drying up of the Santa Cruz River. I wish we had the foresight to develop a riverwalk / greenbelt between I-10 and the downtown area using reclaimed CAP water… Downtown would re-develop itself without the need for the public funding, bonds or increased taxes.

TOP THREE THINGS ON MY BUCKET LIST:
1. I’d like to travel a bit more in Europe, but with the completion of my getaway on an island in Lake Placid, NY.
2. Be blessed with a healthy and happy family.
3. I’m almost ashamed to say that approaching 60, I’ve already completed my bucket list.

Sandy Kenny
VP TucsonLikes
Madden Media

ORIGINALLY FROM: Chicago
IN TUCSON AREA SINCE: 2001
EDUCATION: Bachelor of Science Commerce/International Business & Marketing Depaul University Chicago, MBA/Strategic Management and Marketing Loyola University of Chicago
FAMILY: Happily married for 20 years to Phil Johnston; one son Griffin.

PROUDEST ACCOMPLISHMENTS:
Becoming a mother. Being able to walk away from my career, at its height, to be a full time mom and never regretting it, while I watch my son grow up.

BIGGEST PROFESSIONAL CHALLENGE:
Starting and operating successful technology divisions within competitive Fortune 500 companies. Learning to have work/life balance.

WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:
Take a few minutes every day, to enjoy where we live. There is much potential to be had in our beautiful city of Tucson. From connecting with the majestic Sonoran desert to the laid-back and approachable atmosphere, there is something to be had for everyone. I believe in order to thrive in business, we have to get back to basics…education. Although Arizona is ranked 44th in education nationally, there are many top-notch districts that have developed outstanding curricula. The potential for better education is achievable if we work together for the greater good of our amazing state.

TOP THREE THINGS ON MY BUCKET LIST:
2. See my son graduate college and establish himself in life.
3. Travel through Europe again for an extended period of time.
**ARIZONA STATE CREDIT UNION**
6456 N. Oracle
520.784.5027
As a local financial cooperative, Arizona State Credit Union has strived to meet the needs of those in local Arizona communities for more than 60 years. By expanding their Oracle branch, associates are able to better serve their growing membership in Tucson and surrounding Southern Arizona communities.

**CODAC CLOSET – THRIFT & GIFT**
3550 N. First Ave. #100
520.202.1920
CODAC Closet is a neighborhood resale store operated by CODAC Behavioral Health Services, a nonprofit member of the Chamber. CODAC Closet sells gently used merchandise to the public and offers items at no cost to CODAC clients (with mental health and addiction disorders) as incentives for completing treatment goals.
Ribbon Cuttings

HELIX HOUSE
6420 E. Broadway,
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Arizona’s #1 ranked
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company, will now be
known as Helix House.
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reflects the evolution of the enhanced services of web
development, search engine optimization, Internet advertising,
Social Media, texting, and e-mail programs. Seen here is the ribbon
cutting ceremony celebrating their newly remodeled offices. Helix
House can be reached at 800.588.2188 ext. 709

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520.399.8244

May all those who enter be
blessed with health,
happiness and a long life.

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250 S. Williams Blvd.,
4th Floor
520.230.1026

Ribbon cutting ceremony for LivingSocial’s Tucson location.

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915.637.2806

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Wash is the largest car
wash chain in the United
States, operating 81 car
washes and 29 Express Lubes in 10 States. The company is
headquartered in Tucson, Arizona and has over 3,200 employees,
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information on Mister Car Wash may be found at
mistercarwash.com

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NESCO Resource named Best of Staffing for 2012 for Clients and
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simpleview
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#100
520.575.1151

simpleview, a leader in the tourism industry that provides
interactive marketing tools and services to destination marketing
organizations, has recently expanded their Tucson headquarters
to accommodate a continual growth to their employee base.
Today, simpleview employs more than 100 tourism and travel
industry professionals.
The Tucson Metro Chamber hosted its first annual Chairman’s Luncheon on June 26 at the Historic Manning House. Past Chairman of the Board Wendell Long shared the many accomplishments of the Chamber in 2011-2012. New Chairman of the Board Bruce Dusenberry informed guests of the programs, priorities and initiatives for 2012-2013. With over 300 in attendance, the event offered a great opportunity for Chamber members to meet the 2012-2013 board of directors, connect with the Tucson Metro Chamber leadership and learn about the many ways the Chamber is diligently working to better our community.

Special thank you to the Board of Directors for hosting the 2012 Chairman’s Luncheon.

Good Morning Tucson

Nike: The Brand Experience

On August 23, the Tucson Metro Chamber welcomed Nike Executive, Loren Hoppes for a breakfast conversation at the Westin La Paloma Resort & Spa. Hoppes shared his expertise in building a successful brand by educating attendees on Nike’s culture, thinking and vision. He taught how Nike’s values can be applied to any business regardless of its size or industry. Loren also presented his personal experience in building his own successful family business by drawing from Nike’s core values. Guests left energized with great ideas to help build their own successful brand.

Thank You Sponsors
Presenting Sponsor: Pima Federal Credit Union
Consumer Experience Sponsors: O’Rielly Chevrolet, University of Arizona Medical Center, The Westin La Paloma Resort & Spa.
Media Sponsor: KVOI 1030AM

Chamber XChange
Wildcat Football Kick-Off

Arizona football season is here! On August 21 the Tucson Metro Chamber hosted the Chamber XChange Football Kick-Off presented by Desert Diamond Casinos & Entertainment and co-sponsored by Crest Insurance. Special guest University of Arizona Head Coach Rich Rodriguez of Arizona football shared what we can expect from the program this year and answered questions from the audience. Everyone enjoyed great tail-gate food, built relationships and strengthened existing business partnerships.

Thank You Sponsors
Presenting Sponsor: Desert Diamond Casinos & Entertainment
Co-Sponsor: Crest Insurance Group
Field Goal Sponsors: Bank of America, The Westin La Paloma Resort & Spa
Media Sponsor: Arizona Lotus Corp
Casino Del Sol Resort presents a new place to gather unlike any other in Tucson. Experience our elegantly appointed guest rooms and suites, five great restaurants, a unique pool, and a spa & fitness center. Our new Conference Center features a beautiful and flexible 18,000 sq. foot Grand Ballroom which divides into five individually accessible meeting rooms, accommodating corporate events from 30 to 1800 and banquets and receptions of up to 2000 guests.

Casino Del Sol Resort also hosts outdoor events with distinction and grace. A 13,500 square foot deck winds through the palms surrounding the terrace and pool, resplendent with roomy poolside cabanas, and a 30,000 sq. foot lawn adorned with a wedding gazebo. It’s all new and it’s all spectacular...raise your expectations for your next meeting or event at the new Casino Del Sol Resort!

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We Build Brands, Relationships & Reputations.

Caliber helps some of the most successful companies in Arizona position their brands for market leadership. Our talented team has a shared passion to help our clients reach their goals through smart marketing, interactive, public relations and social media strategies.

If your company needs help creating or taking your brand to the next level, contact us at 520.795.4500 or at CaliberGroup.com