

# WORKFORCE READINESS

The New Economic Battleground ★ ★ ★ ★





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## chairman's message

Kurt Wadlington  
Chairman of the Board

**T**ucson is at a crossroads ... literally. In addition to the climate, culture, natural amenities and other inherent virtues of Southern Arizona, we possess a largely unleveraged economic opportunity based on our geographic location at the crossing of the southernmost United States commerce route and the most direct international trade connection from Mexico to Canada.

Over the past year, the Transportation & Trade Corridor Alliance (TTCA), has been assembling a map of strategic transportation initiatives and forward-looking actions intended to produce an integrated statewide plan.

Among various transportation initiatives related to TTCA, the Arizona Department of Transportation (ADOT) is currently planning for the proposed Intermountain West Corridor, connecting Phoenix and Las Vegas. That route has been designated Interstate 11 by the federal government. An evolution of the previously designated CANAMEX corridor, this international trade route will provide freight linkages between ports in Mexico and Canada, U.S. west coast ports, and both existing and future inland ports and commerce centers critical to distributing goods across North America.

So, what does a freeway between Phoenix and Las Vegas have to do with Tucson? The answer is in the **opportunity**.

Tucson's strategic position at the center-point of this international transportation infrastructure provides significant economic development possibilities that will stimulate business growth throughout our community, and in turn generate important revenue sources that benefit our entire region. As the most logical southern segment of this trade corridor, Tucson and Pima County must work collectively through public-private collaboration to take full advantage of the opportunity to stimulate our area's economic development. Disparate business, neighborhood, governmental and environmental organizations must become partners in making our region an integral part of the planning, funding and implementation of this statewide commerce solution.

Recognizing the importance of establishing a strong proposal for extension of the Intermountain West Corridor to the US-Mexico border, Pima County has developed a 56-mile connector concept that creates a viable southern extension from the currently planned I-11 segment between Las Vegas and Phoenix. The extension positions our region as a logistics hub for international trade. The City of Tucson is similarly engaged along with Santa Cruz County, Nogales, Arizona and Nogales, Sonora in promoting a regional solution that incorporates the soon to open Mariposa Port of Entry.

As the primary voice of Southern Arizona business, the Tucson Metro Chamber is bringing together public and private stakeholders in this important initiative. Multiple southern connector routes have already been proposed and strong competition for international trade exists with neighboring states. It will only be through a broad, unified effort that we can successfully obtain state and federal concurrence with a Pima County connector. Most importantly, designation of a Pima County route as the preferred Southern Arizona Connectivity Corridor will assure our region's participation in future planning and funding processes.

Anyone who has resided in our region for an extended period of time has seen economic development opportunities come and go. This is one we cannot afford to miss.

Kurt Wadlington  
Chairman of the Board

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*Sundt Construction*

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*United Way of Tucson & Southern Arizona*

Immediate Past Chairman  
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*Suddath Relocation Systems*

Treasurer  
**Robert Ramirez**  
*Vantage West Credit Union*

Secretary  
**Cyndy Valdez**  
*Golden Eagle Distributors, Inc.*

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**John Gibson**  
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**Howard Stewart**  
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**Cristie Street**  
*Nextrio*

**Richard Underwood**  
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**Wendy West**  
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**Judy Wood**  
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**The Chamber Edge**  
Tucson Metro Chamber  
PO Box 991 | 465 W. St. Mary's Road  
Tucson, AZ 85702  
P 520.792.1212 | F 520.882.5704

## The Chamber Staff

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Executive Assistant  
Shirley Wilka, CPS

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Senior Account Executive  
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Senior Account Executive  
Rebeka Kasle

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Member Services  
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Andrew Gaines

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Finance and Operations  
Director  
Laura Nagore



## president's message

Michael V. Varney  
President & CEO

# Why is Middle Ground So Hard to Find?

**A**t a recent national chamber of commerce conference I attended I learned that chambers around the country share something in common: chambers of commerce tend to be centrists in a world dominated by extremists.

A discussion group that started out sharing ideas and strategies for effective pro-business government advocacy quickly evolved into a mutual support group as one chamber after another told its story about taking shots from both the left and the right while trying to do the greatest good for the community. It appears that chambers of commerce more often than not find themselves sandwiched in between the party loyalists with little appetite for compromise or finding mutually agreeable solutions.

Our country and our community haven't always been so polarized. There were days when political leaders with differing world views actually talked and worked with each other. Sure, there were debates and political jockeying to get the best deal, but in the end the antagonists found a way to put their names on the same document and went to have a beer.

Today it seems that public policy is personalized and polarized. Blame is more often than not scathing and often unfair or inaccurate. Staying in office and pandering to "the base" has often replaced leadership and statesmanship.

Who is stuck in the middle with the chamber of commerce? It's taxpayers -- the great majority of whom are sick of the smearing and hungry for some adult behavior. It is often the business community, the engines of our economy who are so busy making payroll and trying to grow their companies, that are buffeted by the full-time policy influencers.

Those of you who are familiar with the Tucson Metro Chamber's approach to government advocacy know that our Candidate Evaluation Committee and our Southern Arizona Business Political Action Committee (SAZPAC) are purposely populated with equal numbers of Democrats, Republicans and Independents. The Chamber is trying its best to work with everyone because moving our community and our local economy forward trump party politics and games of political one-upmanship.

Michael V. Varney  
President & CEO



Robert Medler  
Vice President of  
Government Affairs



## VALUE PROPOSITION

The Tucson Metro Chamber provides area business owners and executives with a unique mix of products, services and advocacy to help them grow their businesses and build a better community.

# Chamber Gives The Southern AZ Legislative Caucus Strong 'B+'

The 2013 legislative session will likely go down in history as one of the better sessions for business. Sales tax reform, healthcare restoration, unemployment insurance reform and municipal regulatory reform are just the tip of the iceberg. Numerous other bills affecting businesses, landowners and taxpayers sailed through what was generally a slow moving – and long – session. Altogether, the Chamber included 63 bills on its 2013 Legislative Report Card. These bills were priorities based on:

- 1) our legislative agenda
- 2) the Arizona Chamber Executives statewide business agenda
- 3) priorities of our government affairs process

You can find the full report card on page 22 of this publication and on the Chamber's website at [www.tucsonchamber.org/reportcards](http://www.tucsonchamber.org/reportcards).

The Chamber records votes for legislators in districts 2, 3, 9,10,11 and 14. The governor is also included for her signatures and vetoes, if applicable. District 4, which has a small 'arm' that reaches in to metro Tucson, is not included because the elected representatives are from the far western parts of District 4 and the Chamber didn't actively engage them on issues.

For those of you who enjoy numbers, I saved you some work. Along party lines, Democrats earned a collective 71.68% average, while the Republicans averaged 88.97% collectively. The Republican delegation had a small variation between the House and Senate, 92.05% in the Senate to 87.74% for the House. Within the House, there was a relatively significant difference between the highest and lowest scores; a 20.9 percentage point gap. A single outlier was 16.1 points below the next score.

The Democrats had a similarly small gap between legislative bodies. The Democratic Senate was a tight-knit group with only 4.8 percentage points between the highest and lowest. However, in the House the group's collective average was pulled downward by the scores of a few members because of an astonishing 25.8 percentage points gap. The most common reason for low scores this year was 'no votes,' where a member was absent or did not take a stance publicly.

The 2014 legislative session also looks promising. A business-friendly, innovative caucus represents the Southern Arizona business community in large part. Many crossed party lines to vote 'yes' on pro-business issues and Chamber priorities. There will likely be fixes to the transaction privilege tax legislation, a discussion about retail electric deregulation and many other important business issues. One way you can become involved is to volunteer to serve on the Chamber's Government Affairs Committee. The committee meets on the third Thursday of the month at 8:00 a.m. in the Chamber's boardroom. If you're interested, just show up or contact me for more information. Another way to become involved is to participate in Chamber Day at the Legislature. Next year the visit will be on February 19. This day at the Capitol is a great way to connect with your legislators and let them hear firsthand how pending legislation will affect your business. Look for more information in the coming months.

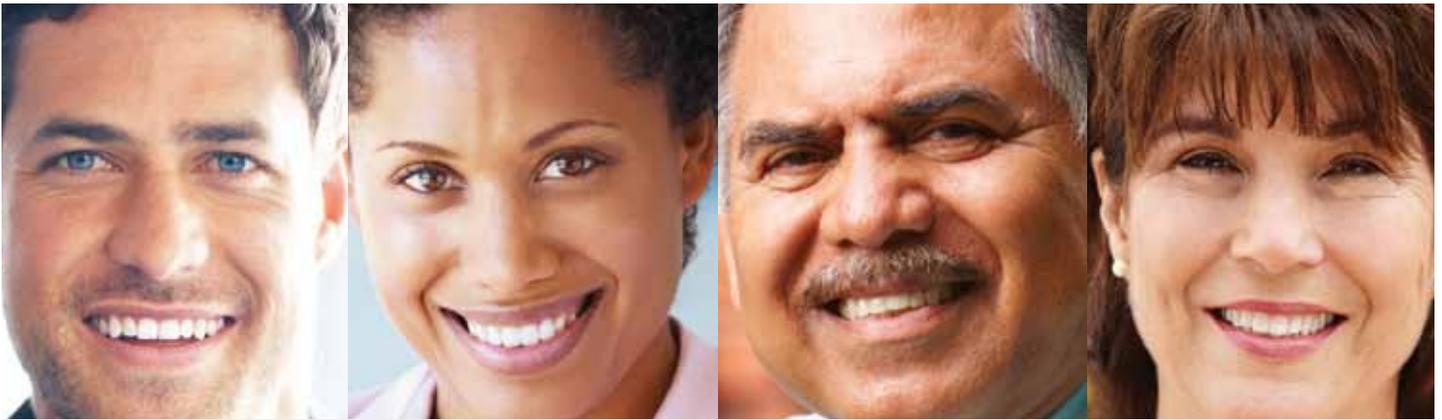
Robert Medler  
Vice President of Government Affairs

## CORE FUNDAMENTALS

1. Promote a strong local economy
2. Provide opportunities to help you build relationships and increase access
3. Deliver programs to help your business grow
4. Represent and advocate on behalf of business
5. Enhance commerce through community stewardship
6. Increase public awareness of your business
7. Provide symbols of credibility

## TOP FOUR PRIORITIES PROGRAM OF WORK SUMMARY

1. Super-Serve Small Business
2. Lead Government Relations and Public Policy
3. Develop the Local Economy
4. Improve Workforce Readiness & Education



# Like they say, membership has privileges.

## BECOME A MEMBER OF THE JIM CLICK BUSINESS PREFERRED NETWORK (BPN) TODAY!

The Jim Click & Holmes Tuttle Automotive Team is a proud member of the Tucson Metro Chamber and now we're inviting all Chamber member to join the Business Preferred Network to receive these tremendous privileges:

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- Networking opportunities with other members

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\*Offers subject to change without prior notice; some restrictions apply; see dealership for details.



# Fighting the Flu

As much as we try to fight it, cold and flu season will soon be upon us — and with it, days missed from work. For businesses, this lost productivity can have a big impact. How to fight it? **Encourage your employees to get their flu shots.**

## Cold vs. Flu

The most important thing to know is how to differentiate between a cold and the flu.

Colds are generally centered on congestion in nose, resulting in head pressure, sneezing, cough and a sore throat. Colds can make you feel lousy but symptoms, in general, are much less severe than the flu. Colds typically last about a week, but mild symptoms may linger.

The flu on the other hand is caused by the influenza virus, which affects the nose, throat and lungs. The flu will leave you miserable and feeling sick all over. Typically flu, or influenza, causes high fever, body aches, a flushed face, headaches and fatigue. Patients likely develop a cough and may experience vomiting. Patients with the flu need to be monitored for worsening respiratory symptoms because it can lead to more serious problems such as bronchitis or pneumonia.

The most intense symptoms of flu last five to seven days and respiratory symptoms such as cough can persist for 10 days or more. Because the flu can lead to more serious illnesses, it's important to see a physician if symptoms do not improve or get worse.

People at high risk for complications from the flu, people 50 to 64 years of age, and people who can transmit the flu to others at high risk for complications should get vaccinated every year. The single best way to prevent the flu is to get a flu vaccination from your physician each fall. Two weeks after receiving the vaccination, antibodies develop that protect against the influenza virus infection. Currently, there are two types of vaccinations: the flu shot and nasal-spray vaccine. The shot is approved for people older than six months. The nasal-spray vaccine is approved for people five years to 49-years-old who are not pregnant.

If an individual believes they have the flu, and your family doctor is unavailable, visit your local urgent care within 48 hours to ensure timely medication. Medications used to fight the flu virus must be initiated early in the patient's course. Even if the 48-hour period has passed, an urgent care provider will be able ensure you are receiving the right treatment for your condition.

## Worth a Shot: 2013 Northwest Healthcare Free Flu Shot Clinics

Northwest Medical Center is offering three free drive-up flu shot clinics for people 18 years of age and older. Please share this information with your employees to help your business fight the flu this fall. No appointment is necessary.

### Tuesday, October 15

Free Drive-up Flu Shot Clinic  
 La Paloma Urgent Care  
 4001 E. Sunrise Drive  
 7:00 – 9:00 a.m.

### Wednesday, October 23

Free Drive-up Flu Shot Clinic  
 Continental Reserve Urgent Care  
 8333 North Silverbell Road  
 7:00 – 9:00 a.m.

### Wednesday, October 30

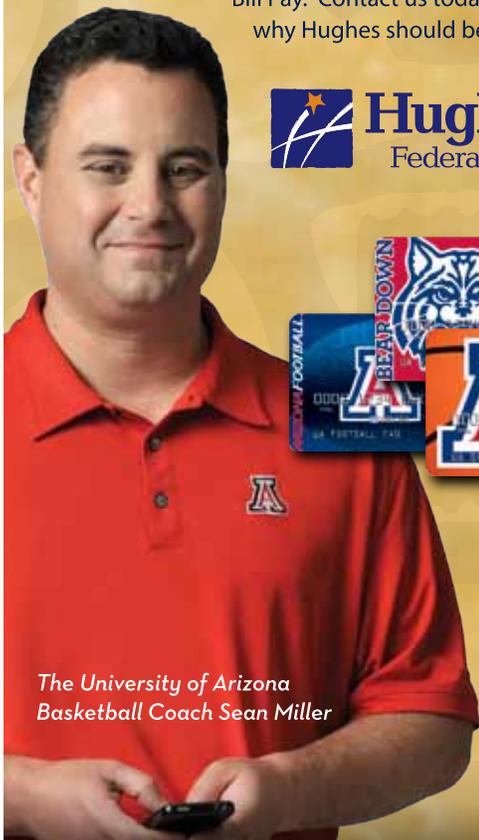
Free Drive-up Flu Shot Clinic  
 Rancho Vistoso Urgent Care  
 13101 N. Oracle Road  
 7:00 – 9:00 a.m.

# Play to win.

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CHAMBER

## A TOP PRIORITY: Improve Workforce Readiness & Education

Employers need a qualified workforce in order to bring the jobs of the future to the Tucson area and to enable local companies of all kinds to continue to grow.

The Tucson Metro Chamber is working at many levels of education to help bring support and change to the education of our young people.

- 1.** Promote accurate and objective education metrics
  - Voices for Education partnership
- 2.** Deliver a program of workforce readiness
  - Identify ways to create better alignment of education output and private sector employment needs
  - Create an alignment program with education and business partners
- 3.** Promote greater high school graduation rates
  - Collaborate on a multi-media campaign to encourage high school students to graduate
- 4.** Create higher education opportunities
  - Continuation of the Foundation Scholarship Program
- 5.** Promote expanded educational opportunities
  - Identify and support relevant educational opportunities

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# Member Anniversaries

## August 2013

### 51 YEARS

Harlow Gardens

### 50 YEARS

Tucson Airport Authority

### 47 YEARS

Evergreen Mortuary  
Cemetery & Crematory

### 45 YEARS

Pima Community College

### 43 YEARS

Vantage West Credit Union

### 42 YEARS

Sasiadek's Information  
Technologies

### 41 YEARS

Ralph Hays Roofing Co.

### 36 YEARS

Royal Automotive Group

### 32 YEARS

Arizona Theatre Co.  
Industrial Chemicals of  
Arizona

### 31 YEARS

Hilton Tucson El  
Conquistador Golf &  
Tennis Resort

### 28 YEARS

Calvert & Ivester, PLLC  
Hamstra Heating &  
Cooling, Inc.

### 23 YEARS

W W Williams

### 21 YEARS

Salt River Project

### 20 YEARS

Amerson Surveying, Inc.  
Arizona Historical Society  
Broadway Proper  
Retirement Community  
El Con Center  
Frontier Towing, Inc.

### 18 YEARS

Wright Flight, Inc.

### 17 YEARS

J.I.T. Staffing, LLC  
Williamson's Heating &  
Cooling, Inc.

### 16 YEARS

Granite Construction Co.  
Raim & Associates  
SCF Arizona

### 15 YEARS

Reed's Compounding  
Pharmacy

### 14 YEARS

Kindred Transitional Care  
& Rehab - Northwest

### 13 YEARS

Tucson Gem and Mineral  
Society

### 12 YEARS

APAC Customer Services,  
Inc.  
Iron Mountain

### 11 YEARS

Abbott Taylor Jewelers  
Dorn Homes  
Star Glass Company

### 10 YEARS

Comcast  
Varitech Commercial  
Services, Inc.

### 9 YEARS

Apartment Finder

### 7 YEARS

Agero  
The Home Depot

### 6 YEARS

4 Wheel Parts

### 5 YEARS

Jackson Hewitt Tax  
Services, Inc.  
Lutheran Social Services of  
the Southwest  
SA Recycling  
The Fairfax Companies, LLC

### 4 YEARS

Express Home Services, LLC

### 3 YEARS

Adams Automotive  
Crest Insurance Group, LLC  
Providence Service  
Corporation

### 2 YEARS

390th Memorial Museum  
BMO Harris Bank  
Bon Voyage Travel

Child & Family Resources,  
Inc.

Foothills Properties  
Greulich's  
Golf Links Road  
Ina Road

International School of  
Tucson

PhotoFunBooth

Simoniz Professional Car  
Wash

TitleMax

UApresents

WSM Architects, Inc.

### 1 YEAR

ACH Retirement Plan  
Consultants, Inc.

American Family  
Insurance Luis Gamez  
Agency

Antech Corporation

Artamus

Bruce Hiley Agency Inc.,  
American Family  
Insurance

Capistrano Apartments

Chase Banking Centers

16th/Ajo

1st/Grant Fry

2 E. Congress Street,  
2nd Floor

22nd/Alvernon Fry

22nd/Harrison Fry

22nd/Wilmot

Alvernon/Grant Fry

Broadway/Country

Club

Broadway/Houghton

Broadway/Wilmot

Camino Seco/Broadway

Campbell/Grant

Campbell/Irvington Fry

Cardinal/Valencia

Casa Blanca

Cortaro/Thornydale

Bashas

Cortaro/Arizona

Pavillions

Golf Links/Kolb Fry

Grant/Silverbell

Harrison/Golf Links

Ina/Thornydale Fry

Ina/Thornydale

Magee/Oracle

Oracle/Golder Ranch

Road

Rancho Vistoso

Rita Ranch Fry

River/La Cholla Bashas

River/Campbell

Roger/Oracle

Silverbell/Cortaro Fry

South Tucson

Speedway/Pantano Fry

Speedway/Swan  
Sunrise/Kolb  
Swan/Sunrise  
Tanque Verde/Sabino  
Canyon  
University

Dark Horse Media

Effortless HR, Inc.

eMegaBook, LLC

EquiSight.com

Horizon Financial Group,  
LLC

Imagine Greater Tucson

Industrial Metal Supply

Legionnaire Credit

Solutions, LLC

Lia Loka

Midvale Park RV, Boat and  
Self Storage

Miraval Resort and Spa

National Kidney

Foundation of AZ

Native New Yorker

Restaurant

Nesco Resource

Primavera

Protein Technologies

Puretex Hygienics

Slim Shop Martial Fitness

Southern Arizona Logistics

Education Organization

Southwest Orthopaedic

Surgery Specialists, PLC

Stewart Title & Trust of

Tucson

1050 E. River Road #200

2120 W. Ina Road #102

3939 E. Broadway Blvd.

6700 N. Oracle Rd #413

7042 E. Broadway Blvd.

7225 N. Oracle Rd. #105

Tattoo Manufacturing

Texas Roadhouse

Tucson American

Marketing Association

(TAMA)

## July 2013

### 73 YEARS

Target Commercial  
Interiors

### 54 YEARS

Wells Fargo Bank

### 51 YEARS

Caid Industries  
CenturyLink, Inc.  
Citizens Transfer & Storage  
Co., Inc.

Horizon Moving Systems,  
Inc.

Kalil Bottling Co.

Quebedeaux Buick GMC

Raytheon Missile Systems

Shamrock Dairy

Tanque Verde Guest Ranch

The Ashton Company, Inc.

Tucson Chrysler Jeep

Tucson Electric Power Co.

White Stallion Ranch

### 50 YEARS

Arizona Daily Star

ASARCO, LLC

BBVA Compass

### 48 YEARS

Holmes Tuttle Ford

KVOA Communications,  
Inc.

### 47 YEARS

Grant Road Lumber Co.,  
Inc.

Konica Minolta Business  
Solutions USA, Inc.

### 45 YEARS

Colossal Cave Mountain  
Park

### 44 YEARS

CB Richard Ellis, Inc.

Long Realty Company

RE Darling Co., Inc.

Sundt Construction, Inc.

### 42 YEARS

Brown Wholesale Electric  
Co.

### 41 YEARS

Brown Mackie College  
Tucson

### 40 YEARS

Doubletree by Hilton  
Tucson - Reid Park

### 39 YEARS

Golden Eagle Distributors,  
Inc.

Tucson Association of  
Realtors

### 38 YEARS

Arizona State Credit Union

### 37 YEARS

Waste Management, Inc.

### 36 YEARS

The Estes Co.

**31 YEARS**

O’Rielly Chevrolet, Inc.

**30 YEARS**

Mercedes-Benz of Tucson

**25 YEARS**

Arizona Hatters &amp; Western Apparel

**24 YEARS**Clear Channel Broadcasting  
Kaneen Advertising & Public Relations**23 YEARS**

Unicom Grafix, Inc.

**22 YEARS**

Len’s Auto Brokerage

**20 YEARS**

Mod Space

**19 YEARS**

Arizona Highways Magazine

**18 YEARS**

Robert Half International

**17 YEARS**Associates in Medical Management, Inc.  
Tofel Construction**16 YEARS**The Place at Tierra Rica  
Reid Park Zoological Society**15 YEARS**Office of Pima County School Superintendent  
Perfection Plastic Surgery**14 YEARS**InTegriLogic Corporation  
Jimmy’s Broadway Automotive Services**12 YEARS**CARF  
Women’s Empowerment Partnership, Inc.**11 YEARS**

TM Building Damage Restoration, Inc.

**10 YEARS**A-O Painting, Inc.  
JW Marriott Starr Pass Resort & Spa  
simpleview, Inc.**8 YEARS**

Sol Casinos - AVA Amphitheatre

Tucson Parks &amp; Recreation Department

**7 YEARS**

East Lawn Palms Mortuary &amp; Cemetery

Funeraria Del Angel South Lawn

The Lodge at Ventana Canyon

TME, Inc.  
US EXPO & Convention Services**6 YEARS**

Arizona Technology Council

Great Productions, Inc.

**5 YEARS**AARP  
Catholic Tuition Support Organization**4 YEARS**Associated Dental Care Providers, PC  
Bridge Technology Group  
CareMore  
Kelly Services  
LeeShanok Network Solutions

MEB Management Services

The Golf Villas at Oro Valley

Tucson Appliance Company

Wal-Mart Neighborhood Market  
22nd Street  
Grant Road  
Oracle Road  
Ruthrauff Road  
Valencia Road**3 YEARS**

BJ’s Restaurant &amp; Brewhouse

Leak Seekers, LLC  
Linkages

Minkus Advertising Specialties

Perfect Teeth

Perfect Teeth ABC

Sign Magic

Tucson Tamale Company  
Youth On Their Own**2 YEARS**

Coalition for a Connected West

Envision Eyecare Center, P.C.

IdeaMagic Visionary Marketing

Interfaith Community Services

Junior Achievement of Arizona, Inc., Southern District

Rise Services, Inc.

TitleMax  
Broadway Boulevard  
Bull Street  
Golf Links Road

Tucson Business Centre

**1 YEAR**Arizona State Credit Union  
A Three Braided Cord

American Family Insurance Paul Barker Agency

American Family Insurance Theodora Korte Agency

Arizona Plumbing Contractors, LTD

Aztec Flooring

Bank of America

Darling Geomatics

Downtown Tucson Partnership

Graybar

Group Management, Inc.

Livingsocial

McCraren Compliance

Michaels Arts &amp; Crafts

Micro Import Service

Molina’s Midway

Premier Auto Center

Premier Printing and Mailing, Inc.

Quantum Six Solutions, Inc.

Rockin’E Enterprises, Inc.

Teen Outreach Pregnancy Services

The Place at Creekside

Tucson Iron &amp; Metal

Tucson Scottish Rite

University of Arizona Tech Park/Arizona Center for Innovation

**June 2013****39 YEARS**

Oracle Road Rent-All &amp; Sales

**33 YEARS**

Tucson Federal Credit Union

VisionQuest

**31 YEARS**

Tucson Shopper

**28 YEARS**Cash Box Jewelry Co.  
Donna Durns, Life Member**25 YEARS**

Pantano Vista/Harrison Hills Mobile Home Park

**24 YEARS**

Cottonwood Tucson

**22 YEARS**

Judith A. Weddle, Life Member

**21 YEARS**

Thomas Promotions, Inc.

**20 YEARS**

CBIZ Benefits &amp; Insurance Services, Inc.

Intuit

Pima County Public Library

The Running Shop

**19 YEARS**

A-Message-On-Hold/SD, Inc.

**18 YEARS**Extra Space Storage  
Maly & Associates, Inc.**14 YEARS**Arrest-A-Pest Exterminating  
Fishkind, Bakewell, Maltzman Eye Care & Surgery Center  
Northwest Exterminating Company, Inc.  
Outlet Electrical Supply, Inc.**13 YEARS**Arico Plumbing  
Bookmans Entertainment Exchange  
CTI, Inc.**12 YEARS**Associated Dental Care Providers, PC  
Carondelet Drive  
Mission RoadMed Tech - Tools for Mature Living  
The Hotel Congress**11 YEARS**Aramark Corporation  
Fairview Manor**10 YEARS**

Swan Lake Estates

**9 YEARS**Geico  
ISS Facility Services  
Office Depot, Inc.  
San Miguel High School**8 YEARS**Chapman Automotive Group  
HealthSouth Rehabilitation Institute of Tucson  
Porsche of Tucson**7 YEARS**Pima County Republican Party  
Tucson Recycling & Waste Services**6 YEARS**

Institute for Better Education

**5 YEARS**Fidelity Investments  
Schletter, Inc.**4 YEARS**

ACS Air Conditioning Services

Branching Out Tree Service

Hampton Inn &amp; Suites Tucson East

Leiola Hula Halau  
Hawaiian Dance SchoolMaintenance Mart  
Marshall Home For MenWal-Mart Supercenter  
La Cholla Boulevard**3 YEARS**Amity Foundation  
CORE Construction  
Madden Media  
HyperLocal Online SolutionsPresidio Valuations, LLC  
The Hermitage Cat Shelter**2 YEARS**Alliance Bank of Arizona  
Camp Lowell Drive  
Craycroft Road

Arizona Lifeline Med-Trans Corporation  
Bancroft & Associates  
C. H. Robinson Worldwide, Inc.  
Edward Carter and Associates  
Fria Beverage Company, LLC  
Lazydays RV Center  
Shaffer Dry Cleaning & Laundry

## 1 YEAR

AFLAC  
Bank of America  
1st Avenue/Wetmore  
Ajo/Mission  
Broadway/Camino Seco  
Campbell/Adelaide  
Campbell/Irvington  
Campbell/Skyline  
Casas Adobes  
Catalina Highway  
Cortaro Farms  
Grant/Craycroft  
Green Valley  
Ina/La Cholla  
Midvale Park  
North Stone  
Oracle/Limberlost  
Oro Valley  
Rancho Vistoso  
Rita Ranch  
Sahuarita  
Tanque Verde  
Thornydale/Linda Vista  
Tohono O'odham  
Tucson Downtown  
Wilmot/Broadway  
Bel Air  
El Con  
Blue Marble Institute  
Catalina State Park  
Collectron International Management  
Enlighteneering, Inc.  
Film Creations  
Focus HR, Inc.  
Hacienda Del Sol Guest Ranch Resort  
Integrity Consultants, LLC  
Kartchner Caverns State Park  
Mister Car Wash and Lube Centers  
Plumbing Suppliers, Inc.  
Prima Hospitality, LLC  
Purcell Tire Co.  
RBC Wealth Management  
The Diaper Bank of Southern Arizona  
Tucson Dermatology, Ltd.  
Wal-Mart Supercenter  
Tangerine Road

# New Members

Visit [TucsonChamber.org](http://TucsonChamber.org) for additional new member information.

## August 2013

**Ace Vending**  
P (520) 425-0625  
**Agape Hospice & Palliative Care**  
P (520) 207-5817  
**Arizona Virtual Academy and Insight Academy/K12**  
P (623) 680-9571

**ClaxTrack Solutions**  
P (520) 349-5387

**Data Services, Inc.**  
P (520) 298-5520

**Gencor Mortgage**  
P (520) 323-1368

**Gentiva Hospice**  
P (520) 577-0270

**HBS Management Solutions**  
P (520) 529-9199

**Jason Hanna Agency**  
P (520) 444-3294

**Job Aire Group, Inc.**  
P (520) 878-0273

**Kinerk, Schmidt & Sethi**  
P (520) 545-1670

**Long Realty**  
P (520) 878-8440

**Marrero Publishing**  
P (520) 982-6200

**Pima Lung & Sleep, PC**  
P (520) 229-8878

**Poly Print, Inc.**  
P (520) 792-1061

**ProMex Group**  
P (520) 979-2213

**Square & Compass Children's Clinic**  
P (520) 324-3864

**Sure Choice Insurance**  
P (520) 344-4010

**Union Public House**  
P (520) 329-8575

**Uphill Pictures, LLC**  
P (520) 548-6771

**Vipeq USA**  
P (520) 792-2675

## July 2013

**Auto Safety House**  
P (520) 889-9551

**Climatec BTG**  
P (520) 352-5228

**Donor Network of Arizona**  
P (602) 222-2200

**Drive Electric, LLC**  
P (520) 900-3227

**Frost, A Gelato Shoppe**  
P (520) 797-0188

**Greg Baker & Associates**  
P (520) 320-0960 ext. 1

**Holiday Inn & Suites**  
P (520) 746-1161

**Jim Click Kia**  
P (520) 884-4100

**LMMedia KUDF TV-14 Azteca America Tucson**  
P (520) 398-7922

**Longmire Consulting**  
P (520) 222-7040

**MC Companies**  
P (520) 209-1630

**Mission Management & Trust**  
P (520) 577-5559

**Moore Security Solutions**  
P (520) 881-2885

**Museum of Contemporary Art Tucson**  
P (520) 624-5019

**O'Leary Construction, LLC**  
P (520) 798-3220

**Realty Executives**  
P (520) 877-4940

**Securaplane, a Meggitt Company**  
P (520) 425-8019

**Securitas Security Services USA, Inc.**  
P (602) 414-3652

**Smith & Dale**  
P (520) 548-3440

**Sockwise, Inc.**  
P (520) 584-8001

**The Place at Edgewood**  
P (520) 298-7594

**The Place at Village at the Foothills**  
P (520) 742-7600

**Tucson Jazz Society**  
P (520) 903-1265

**Univision Communications**  
P (520) 204-1270

## June 2013

**Aerotek**  
P (520) 745-4707

**Albar Packaging, LLC**  
P (520) 325-0468

**Anchor Wave Internet Solutions**  
P (520) 622-3731

**CapTel Captioned Telephone**  
P (800) 526-5209

**Coggnio, Inc.**  
P (408) 585-9978

**Durazzo, Eckel & Hawkins**  
P (520) 792-0448

**El Cisne Restaurant**  
P (520) 638-6160

**Expect More Arizona**  
P (520) 419-0678

**Fairway Independent Mortgage Corporation**  
P (520) 744-2292

**Groceries 2 Your Door & More**  
P (520) 288-9310

**Hibu**  
P (800) 929-3556 ext. 5151

**McDonald's**  
9490 E. Golf Links Rd.  
P (520) 886-9615  
7150 E. Speedway Blvd.  
P (520) 886-2452  
1711 E. Speedway Blvd.  
P (520) 325-6361  
15885 N. Oracle Rd.  
P (520) 818-1311  
3856 E. Speedway Blvd.  
P (520) 797-1005  
2150 E. Tangerine Rd.  
P (520) 797-1005  
10795 N. Oracle Rd.  
P (520) 531-8100  
3310 E. 22nd St.  
P (520) 325-6581  
2525 S. Craycroft Rd.  
P (520) 747-7670  
3105 E. Valencia Rd.  
P (520) 573-1948  
1187 W. Irvington Road  
P (520) 295-0123  
1650 W. Valencia Rd.  
P (520) 806-1003  
3232 N. Campbell Ave.  
P (520) 881-4514  
540 W. Valencia Rd.  
P (520) 746-0853

5640 N. Swan Rd.  
P (520) 299-5953  
2990 W. Valencia Rd.  
P (520) 578-3747  
5225 S. Palo Verde Rd.  
P (520) 741-1634  
801 E. Grant Rd.  
P (520) 791-0800  
3315 N. Swan Rd.  
P (520) 881-0730  
6105 E. Broadway Blvd.  
P (520) 790-6011  
8800 E. Broadway Blvd.  
P (520) 721-2562  
6651 E. Tanque Verde Rd.  
P (520) 298-2490  
30 S. Houghton Rd.  
P (520) 751-0074  
5445 E. Speedway Blvd.  
P (520) 323-7275  
9075 E. Tanque Verde Rd.  
P (520) 749-3025  
5870 E. Broadway Blvd.  
P (520) 514-1298  
9130 E. Valencia Road  
P (520) 730-0726  
1001 E. Benson Highway  
P (520) 628-1020  
1901 S. Sixth Ave.  
P (520) 624-7665  
4495 N. Oracle Rd.  
P (520) 888-6790  
3830 W. Ina Rd.  
P (520) 744-9201  
292 W. Magee Rd.  
P (520) 742-3600  
8349 N. Cortaro Rd.  
P (520) 744-7713  
3800 W. Linda Vista  
P (520) 744-5370  
8280 N. Cortaro Rd.  
P (520) 579-4308  
3640 W. Tangerine Rd.  
P (520) 744-4788  
4960 W. Ajo Way  
P (520) 908-8696  
2130 W. River Rd.  
P (520) 887-5587  
7090 E. 22nd St.  
P (520) 885-2410  
2250 W. Ironwood Hills Dr.  
P (520) 798-3445  
618 S. Highway 90, Benson  
P (520) 586-7337  
104 Fifth Street, Douglas  
P (520) 364-8388  
199 Fifth Street, Douglas  
P (520) 364-6325  
170 W. Continental Rd.,  
Green Valley  
P (520) 625-5305  
100 W. Whitepark Dr.,  
Nogales  
P (520) 377-0170

252 W. Crawford St.,  
Nogales  
P (520) 761-3797  
470 West Mariposa Rd.,  
Nogales  
P (520) 761-3797  
775 W. Sahuarita Rd.,  
Sahuarita  
P (520) 207-1349  
1802 E. Fry Blvd., Sierra Vista  
P (520) 459-2524  
3536 Canyon DeFlores,  
Sierra Vista  
P (520) 378-2073  
500 N. Highway 90, Sierra  
Vista  
P (520) 458-1883  
1105 W. Rex Allen Dr.,  
Wilcox  
P (520) 384-4775

**Moore Security Solutions**  
P (520) 881-2885

**O'Leary Construction, LLC**  
P (520) 798-3220

**Pulte Group**  
P (520) 400-1676

**Real Estate Direct, Inc.**  
P (520) 623-2566

**Restor-To-Nu**  
P (520) 747-7401

**Securitas Security Services  
USA, Inc.**  
P (602) 414-3652

**Smith & Dale**  
P (520) 548-3440

**Soulistic Hospice**  
P (520) 882-4111

**Southern Arizona  
McDonald's Coop**  
P (520) 977-0454

**Tucson Medical Center**  
P (520) 324-2017

**Wal-Mart, ElCon Mall**  
P (520) 917-1655

**Wal-Mart Neighborhood  
Market, 8640 E. Broadway  
Blvd.**  
P (520) 329-6870

**Wal-Mart Supercenter,  
2711 S. Houghton Rd.**  
P (520) 918-0087

**Zinda & Davis, PLLC**  
P (520) 222-8322

# GEICO

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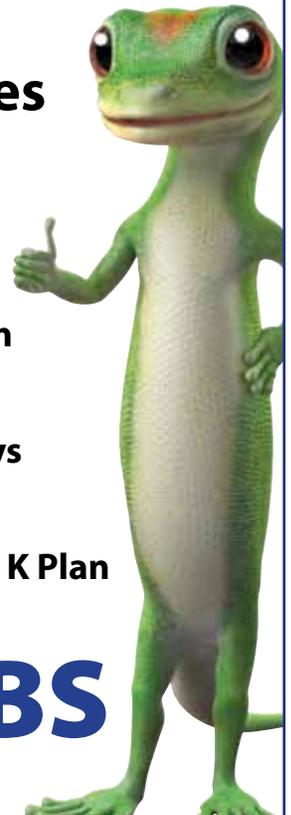
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# 296-JOBS





# Tuesday, November 6 Is Election Day

This is a City of Tucson election ONLY.

The Tucson Metro Chamber  
urges you and your employees to:

- REGISTER
- VOTE
- SUPPORT BUSINESS

Our local economy and their jobs depend on it!

This election will be by  
mail-in ballot only.

October 7, 2013 is the  
deadline to register for the  
November general election.

To register to vote contact  
the Pima County Recorder's  
Office at 740-4350 or  
[www.recorder.pima.gov](http://www.recorder.pima.gov).

## ON THE BALLOT

### Council Races

Ward 3 – Ben Buehler-Garcia (*SAZPAC Endorsed*)  
Karin Uhlich

Ward 5 – Richard Fimbres (*SAZPAC Endorsed*)  
Mike Polack

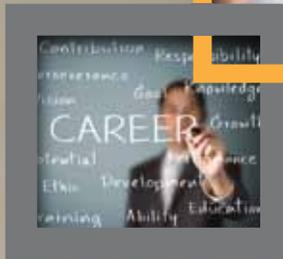
Ward 6 – Steve Kazachik (*SAZPAC Endorsed*)

**Prop. 201** – General Plan (Plan Tucson)  
Adoption (*Chamber Position: Support*)

**Prop. 401** – City Permanent Base Adjustment  
(*Chamber Position: Support*)

# WORKFORCE READINESS

## The New Economic Battleground ★ ★ ★ ★



Michael V. Varney  
President & CEO  
Tucson Metro  
Chamber

In author Mark Lautman's book, *When The Boomers Bail*, he describes and statistically supports the evolving crisis he calls **catastrophic full employment**. The core message of Lautman's book is rooted in irrefutable demographic studies that send a clear warning that as the 78 million Baby Boomers continue to retire (currently at the pace of 10,000 per day), there are not enough people in the trailing generation to replace them in the workforce. So problem number one is quantity of workers. Problem number two is our failing education system. Not only will there be a problem with the quantity of workers, but there will be a severe deficiency in the quality of workers. Without a sufficient quantity of qualified workers, Lautman projects that communities will fail. A Darwinian-style triage process will result in what Lautman calls *Winnerville vs. Loserville*. Some communities will prosper. Others will fail.

Lautman's book includes a number of metrics he advises public and private sector leaders to get their arms around to navigate their communities toward Winnerville. One of the key metrics for ensuring a qualified workforce is **education**.

### So how are we doing here in Pima County and Arizona?

- The high school graduation rate in Pima County for four-year cohort groups in 2013 was 71%<sup>1</sup> (below the national average of 78.2%<sup>2</sup>).
- Of all Pima County residents (regardless of where they are from or went to school), 87.8% have high school diplomas vs. 83.8% for the state.<sup>2</sup>
- 29.4% of Pima County residents hold a bachelor's degree or higher compared with 26.4% in the state.<sup>2</sup>
- The pupil-to-teacher ratio in Arizona is 21:1. Nationally, the number is 15:1.<sup>3</sup>

### If Arizona increased its high school graduation rate to 90% (a 1.5% annual increase from 2010-2020), the resulting benefits would include:

- \$138 million in increased annual earnings
- \$13 million in increased annual state and local tax revenues
- An increase in the Gross State Product of \$154 million<sup>4</sup>

### Red flags exist within populations segments in the Tucson Metro Area:

- In 2009, Native American and Hispanic HS students graduated at levels far below the general population at 40% and 66% respectively.
- In 2009, only 44% of students with limited English proficiency graduated on time. More than 26% of Tucson Metro families speak only Spanish at home, while 11% of the population speaks English "less than very well"<sup>5</sup>.

- Arizona ranks 8th worst in childhood poverty at 25.1%.<sup>6</sup>
- Arizona ranks 40th in college completion at 25.4%.<sup>7</sup>
- By 2020, 65% of all jobs will require postsecondary education. Arizona currently stands at 60% educational attainment relative to this metric, which is exactly the national average.<sup>8</sup>

Southern Arizona is vulnerable to a qualified worker problem unless education outcomes improve. While overall improvements are vital, improvement must be realized the most and the fastest in the Native American and Hispanic communities due to the fact that they comprise more than one-third of the total population base.

In the very near future the Chamber will be launching a major workforce readiness project that will use a variety of strategies to match employers with qualified employees. The Chamber also intends to launch a "Stay in School" campaign aimed at high school students to improve graduation rates.

The time to act is now. The Tucson Metro Chamber is in the game.

<sup>1</sup> Arizona Dept. of Education

<sup>2</sup> U.S. Bureau of Statistics

<sup>3</sup> National Center for Education Statistics

<sup>4</sup> Alliance for Excellent Education

<sup>5</sup> U.S. Census Bureau and Southern Arizona Indicators

<sup>6</sup> 2012 Current Population Survey (joint effort of the Bureau of Labor Statistics and the U.S. Census Bureau)

<sup>7</sup> 2011 American Community Survey (U.S. Census Bureau)

<sup>8</sup> Recovery 2020 Study

## Strengthening Our Workforce

**A** trained workforce fuels our community's economic well-being. In our current economic climate, The Pima County Workforce Investment Board's (WIB) role in providing local employers with skilled and qualified employees has never been more important. Appointed by the Pima County Board of Supervisors to provide recommendations on local workforce policy and oversight of the local One-Stop system, the board's vision of "Quality Jobs\* Qualified Workers" delivers the two sides of the economic development equation.



Gregg R. Johnson  
*Chair, Workforce Investment Board  
Campus Director,  
University of  
Phoenix Southern  
Arizona Campus*

The recent recession created urgency around job creation. Yet at the same time labor and business statistics indicated that there were thousands of unfilled quality jobs both locally and nationally. 52% of American companies have problems filling "mission critical" jobs. The issue is simply the lack of qualified workers. This situation will only worsen as more boomers leave the workforce. Meeting the increasing demand for qualified workers will require that education, business and government partnerships work synergistically to improve workforce readiness.

The Tucson Metro Chamber created the Workforce Readiness Committee to identify opportunities to align education output with employment needs. The work of this committee will focus on creating an environment where key economic partners can develop both strategy and action to improve workforce readiness. The sector strategy employed by the WIB and One-Stop can be a model for generating the connection between business demands and training resources.

Our ability to provide a qualified future workforce will depend on whether we see this current readiness challenge as a problem or an opportunity. The vision of "Quality Jobs\* Qualified Workers" has never been more relevant as we work together to strengthen our workforce.

To learn more about the focus of the Chamber's Workforce Readiness and Education committee visit [www.tucsonchamber.org/workforcereadiness](http://www.tucsonchamber.org/workforcereadiness).

## Pima County Schools – Committed to Building a Strong Economic Foundation

**S**chools in Pima County are committed to building a strong economic foundation with a student population graduating into the workforce qualified academically and prepared for professional growth. Districts and charters are teaming up with industry leaders to improve workforce readiness with three large-scale efforts involving investment in Career and Technical Education (CTE), career shadow opportunities and classroom implementation of the Common Core Standards with an emphasis on STEM education.



Dr. Linda Arzoumanian, Ed.D.,  
*Pima County School Superintendent*

All high school districts in Pima County form the Joint Technical Education District (JTED), striving to *deliver premier career and technical education in partnership with business, industry and community stakeholders*. 15,000 students are enrolled in CTE programs that will qualify them for immediate entrance into the workforce upon graduation. With an annual graduation/placement rate of over 80 percent, these students earn high school and college credit, industry certifications and state licenses in fields that include, but are not limited to, fire science, emergency medical services, nursing, cosmetology, physical therapy, culinary arts and graphic design.

Schools are partnering with industry leaders and the Office of the Pima County School Superintendent to deliver career shadow opportunities. Students learn first-hand what it takes to succeed in their fields of interest from the people who know best – working professionals. Students observe not only job characteristics and responsibilities, but also what specific professions require on a day-to-day basis.

The new Common Core Standards are integrating higher-level thinking and STEM education into curriculum development, bridging the application involved in the CTE and career shadow programs with critical thinking skills developed in the classroom. Schools are committing to this curriculum and students are, more than ever, workforce ready. [www.schools.pima.gov](http://www.schools.pima.gov)



★ ★ ★ ★ continued on page 18

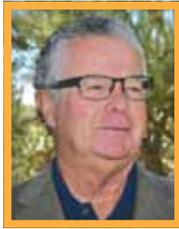
## Training Programs with On-the-Job Experience

**T**he biggest issue workers face today is not having the skills and experience to meet the demands of industry. In the current economy, companies are unwilling to take on workers who do not fit their immediate and future skills needs. The current rate of unemployment and underemployment in Pima County will only drop when industry is willing to absorb workers and provide experience.

To address this immediate issue of workers lacking updated skills and having little experience, the Pima County One-Stop Career Center (One-Stop) has worked with several industry sector partners to develop training programs, plus combined on-the-job experience. This approach has enabled companies to expand and retain business.

Pima County One-Stop is a system of more than 20 community-based organizations working together to assist with the training of youth, unemployed and underemployed adults, the homeless, and laid-off workers. Last year we worked with more than 800 employers to train their workforce. We worked with industry focus groups to develop logistics and supply chain management training that includes a bachelor's degree. As a result of our work with the automotive industry sector, more than 300 workers received industry-certified training as hybrid and biodiesel mechanics. We are currently working with the precision machining industry to train recent high school graduates and incumbent workers. This industry sector has developed training and work experience programs that will assure these employees a solid future in machining and the growth of this industry.

The private sector is the engine that drives economic development. One-Stop, industry leaders and the educational institutions working together toward a common goal of developing and maintaining a skilled workforce will positively impact the economic development of Pima County. [www.pima.gov](http://www.pima.gov)



Jim Mize  
Manager,  
Business Services  
Pima County  
One-Stop

## UA Graduates, Our Most Important Contribution

**T**he University of Arizona generates \$8.3 billion in annual statewide economic impact, yet our graduates are our most important contribution to Arizona's economy.



Dr. Melissa Vito  
Vice President for  
Student Affairs,  
University of Arizona

While UA produces more than 8,500 degrees per year and our graduates contribute more than \$750 million to Arizona's economy annually, the impact we're most proud of is their readiness to enter the workforce when they leave campus. This success has led us to embrace a transformative new initiative known as 100% Engagement – more aptly named "The Real World in Real Time," – a promise that every one of our students will engage in a significant applied learning experience in achieving their degree. These may involve laboratory experiences, service learning, internships or projects abroad, but all will involve the problem-solving experience that makes UA graduates so distinctive in the workplace.

Some of the university's most important though less obvious work fundamentally shapes Arizonans' pipeline to career success. The College of Education produces teachers, school administrators, assessment tools and new teaching paradigms to enhance student preparation. In their master internship program, high school teachers are awarded industry-funded internships, engaging them in real industry problems and transforming classrooms. The College of Engineering offers project-based engineering courses in Arizona high schools.

In addition, UA offers non-credit professional development courses to hone active workers' skills. We are able to develop customized training for workers to stay current in rapidly evolving fields, or to leapfrog their competition.

These activities positively impact Arizona's workforce and its economy. [www.arizona.edu](http://www.arizona.edu)

## Educating Our Workforce

**I**n the three months I have served as chancellor of Pima Community College (PCC), I have been exhilarated by the opportunity PCC has to invigorate our diverse region. Business, government and community leaders recognize that educating our workforce is a cornerstone strategy for lifting Tucson's economy.

As an open-access institution, PCC fully accepts its obligation to help everyone achieve their goals, whatever their education. Some 100,000 Pima County residents lack a high school credential. Educating those women and men is critical to preparing a workforce ready for the challenges of the 21st century. Each year, PCC Adult Education provides a pathway for thousands to attain the GEDs that lead to better jobs and are a stepping stone to additional education.

Educating those who need us the most is but one facet of PCC's mission. Another is to train the people of Pima County for jobs in the most promising sectors of the economy, while constantly adjusting to industries' ever-changing needs. In 2009-2010, after listening to local employers, PCC created a program in logistics and supply chain management to help propel Tucson's growth as a transportation hub. We recently



Lee D. Lambert, J.D.  
Chancellor, Pima  
Community College

received a \$3.25 million grant to provide cutting-edge equipment and training so that dental studies students can seamlessly transition into their new profession. Our aviation technology program graduates are in high demand because PCC offers hands-on training on commercial aircraft like 727s. Each year, PCC workforce development delivers a wide variety of training to businesses that recognize the value of investing in their workforce.

Creating economic opportunity in our city is no small task. However, by partnering with the community, PCC helps Tucsonans get jobs and advance in careers so that we all can claim our small piece of the American dream. [www.pima.edu](http://www.pima.edu)

## Recruiting and Maintaining a Strong Workforce

**T**he need to recruit and maintain a strong workforce will always be a key priority for Raytheon Missile Systems. The work we do is complex and it is critical that we hire individuals with key technical and engineering skill sets. We also work to recruit entry-level candidates to Southern Arizona. As a leading aerospace and defense company, we compete both inside and out of our industry for the world's top talent in the areas of science, technology, engineering and math (STEM). The identification, selection and development of a diverse and talented workforce to meet our current and future needs is vital to our long-term success of our business.



John B. Patterson, APR, Sr. Manager, Public Relations, Community & Government Relations, Raytheon Missile Systems

To achieve this, Raytheon recruits and develops employees with the goal of ensuring we have the right people in the right roles at the right time to meet our business requirements. While this can be challenging, we prevail by placing a major emphasis on building relationships with local universities, professional associations, search firms and potential candidates themselves – both those who are available now, as well as those who possess the skills we will need for future opportunities – to ensure we feed and maintain a pipeline of new top talent available to Raytheon.

Realizing that retention is just as important as recruitment, Raytheon has numerous programs in place to support and develop our employees. From robust learning management

systems to competitive compensation and benefits, the company is constantly working to help its employees strengthen professional skills and grow their careers with Raytheon. We also work closely with our community leaders, realizing that strong public infrastructure and quality education support our ongoing efforts to recruit and retain talent to our major locations across the country, including Southern Arizona. [www.jobs.raytheon.com](http://www.jobs.raytheon.com)

## Pima County JTED Students are Workforce Ready

**M**ore than half of recent college graduates are unemployed or underemployed according to Census Bureau data. Labor trends and research show we must shift our focus to career and technical education (CTE) to have a robust economy.



Alan L. Storm, Ph.D. Superintendent/CEO, Pima County Joint Technical Education District

Healthcare, personal care and construction occupations will have the fastest job growth between 2010 and 2020. The U.S. Bureau of Labor Statistics also states that only seven out of the top 30 jobs projected to grow at the fastest rate over the next decade in the U.S. will require a bachelor's degree.

The Pima County Joint Technical Education District (JTED) prepares about 20,000 high school students annually to be more successful in both college and careers. Many students earn college credits, industry certifications and state licenses before graduation in programs they find rigorous and relevant.

The district's certified nursing assistant, medical assistant and cosmetology programs boast a 99 percent completion rate. Tucson Medical Center has hired approximately 160 of JTED's CNAs over the past several years, and this year 13 out of 21 Medical Assistant students were offered jobs before they completed their externships in medical offices – paying roughly \$30,000 a year.

JTED's Project SEARCH, enables students with developmental disabilities to secure meaningful employment. An impressive 73 percent of its students are employed compared to the nationwide rate of about 35 percent.

All JTED students also learn how to get a job, and more importantly, learn the skills to keep a job – a shift in focus employers welcome. [www.pimajted.org](http://www.pimajted.org)





Matt Brownlee  
 Director of Business Operations  
 Tucson & Albuquerque



# The War for Talent

**F**antasy Football season is now in full swing, which means that the “war for talent,” which normally only occupies our thoughts during staff meetings, has now permeated our daily vernacular. It seems as though everyone from my wife to my dentist is suddenly obsessed with team building.

If Fantasy Football were like business, we’d be faced with questions like what to do if your quarterback didn’t feel like he had room for advancement and walked off the field? Or if your stud running back felt disillusioned about a lack of work/life balance and began searching for other jobs at halftime?

Just as any Fantasy owner would be hard pressed to replace his best players with unproven rookies, business leaders would face daunting real-life adversity if attrition became an issue among key performers. With that in mind, let’s shift the typical workforce development paradigm from the question of, “How do we recruit great new hires?” to an arguably more significant question, “How do we retain and engage our top talent?”

So whether your next quarterly review is with an underachieving wide receiver or a highly promotable HR generalist, here are a few best practices worth adding to your playbook when considering how to keep your best people focused and committed.

**Open Up a Seat at the Big Table.** Studies from the Gallup organization have shown that job satisfaction has less to do with casual Fridays than it does with simply having the opportunity to perform challenging, meaningful work...and getting recognized for it! Look for ways to get the pulses of your best people racing by rewarding them with exposure to new people and new situations. Let your most productive salesperson sit in on the next director’s meeting. Introduce your top administrative assistant to a key client. Anything that will cause someone to drive home at night feeling valued is invaluable.

**Report Card Time.** Any parent who has ever had a child come home with a report card knows that conversations trend toward the C’s more quickly than the A’s. This is just as deflating around the office when an individual’s SWOT analysis turns into a beat down about the ‘W’ column. One strategy is to steal from Covey’s 7th habit, “sharpen the saw,” by helping folks advance their skills in areas in which they are already good and make them great. Weaknesses should be improved, no doubt about it, but we’re all more eager to spend extra time practicing our passions than grinding away at our shortcomings.

**Turn Players Into Coaches.** In *What Got You Here Won’t Get You There*, author Marshall Goldsmith discusses, most people reach a point in their career where personal accolades (and even salary) begin to mean less than creating a legacy and impacting others. Consider utilizing a mentor program that pairs senior staff and rising stars with struggling or junior peers. Doing so also earns double fantasy points for recognizing an employee’s area of strength, while giving them the stretch assignment of developing another member of the team.

In the end, I believe that leadership is more art than science, so personal relationships will be paramount for any of these tactics to work. That said, a well formulated strategy on how to keep your best people engaged will go a long way toward making sure that your Monday thru Friday team is just as successful as the fantasy one that plays on Sundays.



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# Tucson Metro Chamber

## 1<sup>st</sup> Session/51<sup>st</sup> Legislature Report Card

	Party	District	PRIORITY BILLS												HEALTHCARE				INFRASTRUCTURE				LAND USE						
			1. HB2001*	2. HB2010*	3. HB2499	4. HB2173	5. HB2443	6. HB2111	7. HB2147	8. HB2608	9. HB2262	10. HB2342	11. SCR1012	12. SCR1013	13. HB2045	14. SB1353	15. HB2550	16. HB2064	17. HB2551	18. HB2241	19. HB2492	20. HB2535	21. SB1080	22. SB1403	23. SB1282	24. HB2031	25. HB2033	26. HB2118	27. HB2138
Governor Brewer	R		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Bradley, David	D	10	+	+	+	+	?	+	-	-	+	+	-	-	+	+	+	-	-	+	+	+	+	+	+	+	+	+	+
Cajero-Bedford, Olivia	D	3	+	+	+	+	+	-	-	+	+	-	-	+	?	+	+	?	-	+	+	+	+	-	+	+	+	+	+
Dalessandro, Andrea	D	2	+	+	+	-	+	+	-	-	+	+	-	-	+	+	+	-	+	+	+	+	+	-	+	+	+	+	+
Farley, Steve	D	9	+	+	+	+	+	+	-	-	+	+	-	-	+	+	+	-	-	+	+	+	+	-	+	+	+	+	+
Galbadon, Rosanna	D	2	+	+	+	-	+	+	-	-	+	+	-	?	-	+	+	-	?	+	+	+	+	?	+	+	+	+	+
Gonzales, Sally Ann	D	3	+	+	+	-	+	+	-	-	-	+	-	-	?	?	+	+	-	+	+	+	-	-	-	+	+	+	?
Gowan, David	R	14	-	-	+	+	+	+	+	+	+	+	+	+	-	+	+	+	-	+	+	+	+	+	+	+	+	+	+
Griffin, Gail	R	14	-	-	+	+	+	+	+	+	+	+	-	+	+	+	+	+	+	+	+	-	-	+	+	+	+	+	+
Kwasman, Adam	R	11	-	-	+	+	+	+	+	+	+	-	+	+	+	?	-	+	+	+	?	+	+	+	+	+	+	+	?
Lopez, Linda	D	2	+	+	+	-	+	+	-	-	+	+	-	-	+	+	+	-	-	+	+	+	+	+	+	+	+	+	+
Mach, Stefanie	D	10	+	+	+	+	+	+	-	-	+	+	-	-	-	+	+	-	+	+	+	+	+	+	-	+	+	+	+
Melvin, Al	R	11	-	-	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	-	+	+	+	+	+	+
Orr, Ethan	R	9	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	?	+	+	+	+	+	+	+	+	+
Saldade, Macario	D	3	+	+	+	-	+	+	-	-	+	+	-	-	-	+	+	-	+	+	+	+	-	-	+	+	+	+	+
Smith, Steve	R	11	-	-	?	?	+	?	+	?	-	-	+	+	+	+	?	+	+	+	+	+	?	+	+	+	+	+	+
Steele, Victoria	D	9	+	+	+	-	+	+	-	-	+	+	-	-	-	+	+	-	+	+	+	+	+	+	+	+	+	+	+
Stevens, David	R	14	-	-	+	+	+	+	+	+	+	-	+	+	+	+	-	+	+	-	+	+	+	+	+	+	+	+	+
Wheeler, Bruce	D	10	+	+	+	+	+	+	-	-	+	+	-	-	-	+	+	-	+	+	+	+	+	+	+	+	+	+	+

**1. HB2001\***  
**General Appropriations; \*1st Special Session**  
 FY14 General Fund and Other Fund appropriations; adjust FY13 appropriations.  
**TMCC Position: SUPPORT**

**2. HB2010\***  
**Health; welfare; budget reconciliation; \*1st special session**  
 Makes statutory and session law changes relating to health and welfare; AHCCCS funding restoration.  
**TMCC Position: SUPPORT**

**3. HB2499**  
**JTEDs; Per Pupil Funding Calculation**  
 Increase the funding allocation for students who attend JTED; brings JTED funding into a more equitable position.  
**TMCC Position: SUPPORT**

**4. HB2173**  
**Unemployment Insurance; Omnibus**  
 Changed provisions governing the Shared Work Plan and an emergency measure establishing the Unemployment Insurance Tax Anticipation Notes.  
**TMCC Position: SUPPORT**

**5. HB2443**  
**Cities; Counties; Regulatory Review**  
 Modified provisions of the municipal, county and flood control Regulatory Bill of Rights.  
**TMCC Position: SUPPORT**

**6. HB2111**  
**Transaction Privilege Tax Changes**  
 Made statutory changes with the legislative intent of simplifying administration of the Transaction Privilege Tax.  
**TMCC Position: SUPPORT**

**7. HB2147**  
**Eligibility; Unemployment Benefits**  
 Outlines requirements for the claimants and employers during the process of filing a claim for unemployment benefits.  
**TMCC Position: SUPPORT**

**8. HB2608**  
**EOBP; Closure; Defined Contribution**  
 Closes the current elected officials defined benefit retirement plan; replaces it with a defined contribution plan.  
**TMCC Position: SUPPORT**

**9. HB2262**  
**Scrap Metal Dealers; Registration**  
 Requires registration with DPS to conduct business as a scrap metal dealer.  
**TMCC Position: SUPPORT**

**10. HB2342**  
**Increased Research; Tax Credit Refund**  
 Increases the maximum income tax refund the Arizona Commerce Authority may award for research activities; effective January 1, 2014.  
**TMCC Position: SUPPORT**

**11. SCR1012**  
**EPA Actions; Haze**  
 Expresses Arizona's opposition to the Federal Implementation Plan to reduce regional haze.  
**TMCC Position: SUPPORT**

**12. SCR1013**  
**Endangered Species Act**  
 Expresses Arizona's U.S. Congress' efforts to update the Endangered Species Act.  
**TMCC Position: SUPPORT**

**13. HB2045**  
**AHCCCS; Hospital Reimbursement Methodology**  
 Requires AHCCCS to adopt a hospital reimbursement methodology in relation to the Social Security Act; direct pay prices.  
**TMCC Position: SUPPORT**

**14. SB1353**  
**Health Insurance; Telemedicine**  
 Requires healthcare insurers to cover services provided through telemedicine, if covered in-person.  
**TMCC Position: SUPPORT**

**15. HB2550**  
**Health Insurance; Policies; Rating Areas**  
 Authorizes state authority over health care insurers; establishes rating system; compliance with federal PPACA.  
**TMCC Position: SUPPORT**

+ "Correct" vote, supported TMCC's position    - "Wrong" vote, contrary to TMCC's position    ? No recorded vote

LAND USE				EDUCATION						GENERAL BUSINESS										FINANCE/INSURANCE																
29. SB1322	30. SB1278	31. SB1302	32. SB1288	33. HB2265	34. HB2496	35. HB2500	36. SB1445	37. SB1447	38. SB1449	39. SB1204	40. HB2260	41. HB2311	42. HB2074	43. HB2137	44. HB2305	45. HB2372	46. HB2578	47. HB1233	48. HB1238	49. HB2312	50. HB2393	51. HB2076	52. SB1290	53. HB2056	54. HB2347	55. HB2439	56. SB1148	57. SB1243	58. SB1369	59. HB2324	60. HB2396	61. SB1170	62. HB2336	63. HB2565	2013 Total %	
+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	100
-	+	+	-	+	+	-	+	+	+	+	+	+	+	+	-	+	-	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	81.0
-	+	+	-	+	+	-	+	+	+	+	+	+	+	+	-	+	-	+	+	+	+	+	+	-	+	+	+	+	+	+	+	+	+	+	+	77.8
-	-	+	-	+	-	-	+	+	+	+	+	+	+	+	-	+	+	+	+	+	+	+	+	?	+	+	+	-	-	-	+	-	-	+	+	67.7
+	-	+	-	+	+	-	+	+	+	+	+	+	+	+	-	+	-	+	+	+	+	+	+	+	+	+	+	-	+	+	+	+	+	+	+	79.4
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+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	93.5
+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	-	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	88.9
+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	88.7
-	-	+	-	+	-	-	+	+	+	+	+	+	+	+	-	+	-	+	+	+	+	+	+	-	+	+	+	+	+	+	+	+	+	+	+	76.2
-	+	+	-	+	-	+	+	+	+	+	+	+	+	+	-	+	+	+	-	+	+	+	+	+	+	+	-	-	-	+	-	-	+	+	+	71.0
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-	-	+	-	+	-	+	+	+	+	+	+	+	+	+	-	+	+	+	-	+	+	+	+	+	+	+	-	-	-	+	-	-	+	+	+	67.7
?	+	+	?	+	+	+	+	?	?	+	+	+	+	+	?	+	+	+	-	+	+	+	+	?	+	+	+	+	+	+	+	+	+	+	+	72.6
+	-	+	-	+	-	+	+	+	+	?	+	+	+	+	-	+	+	+	+	+	+	+	+	+	+	+	-	?	-	+	-	-	+	+	+	72.6
+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	-	+	+	+	+	+	+	?	+	+	+	+	+	+	+	+	+	88.7
+	+	+	-	+	-	+	+	+	+	+	+	+	+	+	-	+	+	+	+	+	+	+	+	+	+	+	+	-	-	-	+	-	-	+	+	80.6

**16. HB2064 Training Permits; Military Health Professionals**  
Allows temporary training permits for qualified military health professionals; exempts physician assistants from having a state license if on orders.  
**TMCC Position: SUPPORT**

**17. HB2551 Off-highway Vehicles; Use; Authority; Enforcement**  
Technical change for OHV use on public lands; wildlife management changes.  
**TMCC Position: SUPPORT**

**18. HB2241 Telecommunications Infrastructure; Records; Nondisclosure**  
Prohibits disclosure of records relating to wire line telecommunication infrastructure by cities, towns and counties.  
**TMCC Position: SUPPORT**

**19. HB2492 Municipalities; Wastewater Utility; Acquisition; Repeal**  
Removes authority of a city or town to acquire all or any portion of wastewater utilities owned or operated by the county.  
**TMCC Position: SUPPORT**

**20. HB2535 Independent Functional Utility**  
Specifies the machinery or equipment exempt from taxation under the retail classification; retroactive to 1997.  
**TMCC Position: SUPPORT**

**21. SB1080 Underground Storage Tank Program Changes**  
Delays the repeal of the USTT and the associated account until 12/31/15. Creates study committee.  
**TMCC Position: SUPPORT**

**22. SB1403 United Nations Rio Declaration; Prohibition**  
Prohibits this state or any political subdivision from recognizing the United Nations or any of its declarations as legal authority.  
**TMCC Position: OPPOSE**

**23. SB1282 Countywide Fire Districts; Study Committee**  
Emergency measure that establishes a study committee on countywide fire districts and outlines membership and responsibilities.  
**TMCC Position: SUPPORT**

**24. HB2031 Federal Patent Easements; Counties; Abandonment**  
Allows a county to abandon federal patent easements; requires notification of all affected utilities.  
**TMCC Position: SUPPORT**

**25. HB2033 Foreclosure; Deeds of Trust; Affidavits**  
Requires completion and submittal of declaration of additional funds if beneficiary receives payment based on private mortgage insurance in addition to proceeds of sale.  
**TMCC Position: SUPPORT**

**26. HB2118 Flood Protection Districts; Property Exclusion**  
Repeals ability for flood control districts to exclude certain lands.  
**TMCC Position: SUPPORT**

**27. HB2138 Municipalities; Right-of-Way; Transfer**  
Allows a county roadway or right-of-way to be transferred by mutual consent of the county and city governing bodies.  
**TMCC Position: SUPPORT**

**28. SB1251 Irrigation Districts; Audit Requirements**  
Modifies audit schedule for irrigation or water conservation districts based on the size of their respective annual budget.  
**TMCC Position: SUPPORT**

**29. SB1322 Assured Water Supply Requirements; Exemption**  
Extends repeal date to September 2024 for certain subdivisions from the assured water supply requirement.  
**TMCC Position: SUPPORT**

**30. SB1278 Homeowners' associations; Public Roadways**  
Prohibits homeowners' associations which start after 2014 from regulating any roadway owned or held by a government entity.  
**TMCC Position: SUPPORT**

# Tucson Metro Chamber

## 1<sup>st</sup> Session/51<sup>st</sup> Legislature Report Card

### 31. SB1302

#### **Planned Communities; Design Review Process**

Clarifies statutory guidelines for new construction in a planned community that has architectural design guidelines or similar rules.

**TMCC Position: SUPPORT**

### 32. SB1288

#### **Arizona Water Protection Fund; Projects**

Modifies membership of the Arizona Water Protection Fund Commission; prohibits federal agencies from receiving monies from the fund.

**TMCC Position: SUPPORT**

### 33. HB2265

#### **Community Colleges; STEM Funding**

Replaces capital outlay funding for community colleges with STEM and workforce programs; outlines expenditures that can be made.

**TMCC Position: SUPPORT**

### 34. HB2496

#### **Schools; Petitions; Regulatory Exemptions**

Allows charter schools and school districts to be exempt from certain rules and statutes if letter grade "A" is maintained for two of last three years.

**TMCC Position: SUPPORT**

### 35. HB2500

#### **Schools; Teacher Evaluations; Dismissals**

Makes changes related to the dismissal or nonrenewal of a teacher.

**TMCC Position: SUPPORT**

### 36. SB1445

#### **School and School District Accountability**

Directs Arizona Dept. of Education to prescribe and publish appropriate criteria for failing schools.

**TMCC Position: SUPPORT**

### 37. SB1447

#### **ADE; School Finance Revisions**

Makes changes to various statutes relating to school finance.

**TMCC Position: SUPPORT**

### 38. SB1449

#### **Schools; Graduation; Personal Finance; Entrepreneurship**

Requires academic standards in social studies prescribed by SBE to include personal finance.

**TMCC Position: SUPPORT**

### 39. SB1204

#### **Charter Schools; Applications; Renewals; Revocations**

Emergency measure; makes various changes to charter establishment; two years to comply.

**TMCC Position: SUPPORT**

### 40. HB2260

#### **Certified Public Accountants**

Reorganizes and further amends current laws relating to certified public accountants.

**TMCC Position: SUPPORT**

### 41. HB2311

#### **Restitution Lien; Administrative Hearing**

Permits the Director of Transportation to remove restitution lien from a vehicle record under specified circumstances and prohibits certain liens against a vehicle.

**TMCC Position: SUPPORT**

### 42. HB2074

#### **Licensing; Foster Homes**

Changes period of validity for a foster home license from one to two years; allows exemption to law for placement of children.

**TMCC Position: SUPPORT**

### 43. HB2137

#### **Veterinarians; Dispensing Drugs**

Makes technical changes to definition of 'dispense' relating to veterinary medicine.

**TMCC Position: SUPPORT**

### 44. HB2305

#### **Initiatives; Filings; Circulators**

Requires signature sheets submitted by a political committee to be organized and grouped.

**TMCC Position: SUPPORT**

### 45. HB2372

#### **Motor Vehicle Dealers**

Makes various changes to statute in relation to dealer license plates, wholesale auction dealers, and wholesale motor vehicle dealers.

**TMCC Position: SUPPORT**

### 46. HB2578

#### **Licensing; Accountability; Penalties; Exceeding Regulation**

Establishes civil penalties in municipal, county, state and district employees who knowingly base a licensing decision in whole or part on a requirement or condition that is not specifically authorized by law.

**TMCC Position: SUPPORT**

### 47. SB1233

#### **Limited Liability Companies; Ownership Interests**

Amends the Arizona Limited Liability Act by adding a new provision to the section of statute governing member as it relates to forms of ownership.

**TMCC Position: SUPPORT**

### 48. SB1238

#### **Benefit Corporations; Formation**

Provides various regulations for a new type of corporation called a benefit corporation.

**TMCC Position: SUPPORT**

### 49. HB2312

#### **Solicitation; Text Message; Prohibition**

Adds text messaging to the list of prohibited communication by automated systems.

**TMCC Position: SUPPORT**

### 50. HB2393

#### **State Agencies; Licensure; Time Frames**

Allows licensees or potential licensees to make recommendations to the Governor's Regulatory Review Council regarding agency licensing time frames.

**TMCC Position: SUPPORT**

### 51. HB2076

#### **Military Applicants; License Requirements**

Establishes guidelines for ADOT and the state Nursing Board to issue license to military veterans' who meet requirements.

**TMCC Position: SUPPORT**

### 52. SB1290

#### **Office of Pest Management**

Provides for the permanent transfer of administrative authority of the Office of Pest Management to the Arizona Dept. of Agriculture; makes various changes to pest management statutes.

**TMCC Position: SUPPORT**

### 53. HB2056

#### **PSPRS; Amendments**

Makes administrative changes to the statutes governing the Public Safety Personnel Retirement System.

**TMCC Position: SUPPORT**

### 54. HB2347

#### **Tax Levy; Bond Costs**

Prohibits property tax levies in excess of the net amount necessary to make the annual payment for bond principal and interest; expands the list of eligible investments for monies managed by counties, noncharter cities and towns.

**TMCC Position: SUPPORT**

### 55. HB2439

#### **Income Tax Bracket; Inflation Index**

Requires DOR to adjust the income dollar amounts for each tax bracket in accordance with the average annual change in the Metro Phoenix Consumer Price Index beginning in 2014.

**TMCC Position: SUPPORT**

### 56. SB1148

#### **Workers' Compensation; Reciprocity**

Establishes a worker temporarily out of Arizona for work will still receive workers' compensation benefits for an incident related to their employment; exempts certain out of state workers.

**TMCC Position: SUPPORT**

### 57. SB1243

#### **Insurance Regulation; Exemption**

Exempts associations and orders of Title 20 A.R.S.; requires filing with Dept. of Insurance annually.

**TMCC Position: SUPPORT**

### 58. SB1369

#### **Unemployment Insurance; Reimbursable Employers**

Applies provisions governing unemployment insurance employer accounts to non-profits, state and local government.

**TMCC Position: SUPPORT**

### 59. HB2324

#### **Commercial Lease Exemption**

Provides a municipal TPT exemption for the leasing of real property between affiliated companies, businesses, persons, or reciprocal insurers.

**TMCC Position: SUPPORT**

### 60. HB2396

#### **Attorney General; Compromises; Settlements; Deposit**

Mandates, with certain exemptions, that monies garnered as a result of compromises or settlements by the state be deposited into the state general fund; establishes a new fund with two sub-accounts; makes changes to the Consumer Protection-Consumer Fraud Revolving Fund.

**TMCC Position: SUPPORT**

### 61. SB1170

#### **ASRS; Amendments**

Makes administrative changes to the statutes governing the Arizona State Retirement System.

**TMCC Position: SUPPORT**

### 62. HB2336

#### **Taxation; Retail Classification; Cash Equivalents**

Exempts the sale of cash equivalents from tax under the retail classification; i.e. gift cards

**TMCC Position: SUPPORT**

### 63. HB2565

#### **Insurance; Website Posting of Policies**

Allows insurer to post policies online and mail hard copies only on request.

**TMCC Position: SUPPORT**



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*Growing Businesses. Building Communities.*

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- ◆ Have a voice in local government
- ◆ Connect with business leaders in our community
- ◆ Expand new business opportunities through referrals and Chamber networking events
- ◆ Learn how to boost your bottom line from industry experts
- ◆ Interface with elected officials
- ◆ Save money on office supplies through Office Depot
- ◆ Put money in your pocket with workers compensation bonus dividend checks through SCF Arizona
- ◆ Increase your name recognition and credibility



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## Economic Benefits

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*CPSA receives funding from the Arizona Department of Health Services/Division of Behavior Health Services (ADHS/DBHS), Arizona Health Care Cost Containment (AHCCCS), and Substance Abuse and Mental Health Services Administration (SAMHSA).*



**Charlotte E Beecher**  
Executive Director  
Institute for Better Education



**Cristie Street**  
Managing Partner  
Nextrio, LLC

**EDUCATION:** BA in Speech Communication; MS in Education Leadership/Supervision

**ORIGINALLY FROM:** New York

**IN TUCSON AREA SINCE:** 1995

**FAMILY:** Roy (husband); three sons who are all active duty military; one daughter who is an engineer at Raytheon; and ten beautiful grandchildren.

**PROUDEST ACCOMPLISHMENTS:**

I have been blessed to be in the right place at the right time most of my adult life. I have worked in both public and private schools and colleges for the past 28 years as an educator and leader. Being part of the School Choice movement for the past 15 years has been the most impactful.

**BIGGEST PROFESSIONAL CHALLENGE:**

Encouraging our citizens to recognize and support the economic and moral value of parental choice in education. No single program will meet the needs of every child. By focusing our attention on the best interests of children, instead of the best interests of adults, we have the capacity to regain our competitive standing internationally.

**WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:**

When students are in the program best suited to meet their needs they are far more likely to graduate and become productive members of society. Excellence in education, whether found in public, private, on-line or home settings, can be attained by allowing the free market to work. That, and a collaboration between parents, schools and business and industry holds the greatest opportunity for preparing our students for college or career.

**TOP THREE THINGS ON MY BUCKET LIST:**

1. Be able to retire, but choose to continue working part time.
2. Spend a year with my husband in Europe and the Mediterranean region.
3. Provide European and Mediterranean experiences for our children and grandchildren while we are there.

**EDUCATION:** BA North Carolina State University, MBA University of Arizona

**ORIGINALLY FROM:** Phoenix-Shreveport-Ramstein-Riverside-Goldsboro-Raleigh courtesy USAF Reserves

**IN TUCSON AREA SINCE:** 1995

**FAMILY:** Bill (husband/business partner), Scarlett (7) and Liam (11 mo.)

**PROUDEST ACCOMPLISHMENTS:**

Convincing 35 brilliant professionals to hitch their professional and personal wagons to the Nextrio star. I recently heard the quote "you can know the seeds in an apple but you can't know the apples in a seed." We have many talented and passionate "Nexttrions" planting seeds on this journey and they inspire me every day!

**BIGGEST PROFESSIONAL CHALLENGE:**

Attracting and retaining a high caliber team. As "socialized geeks" we believe that we can train for the technology aspects of the job, but interpersonal skills must come naturally, so that often limits the qualified candidates. Nexttrions are not just big brains for rent, they are a team connected and engaged with the IT industry, Tucson's community and our clients. Staying one step ahead of this diverse group of overachievers keeps me on my toes!

**WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:**

We must be courageous and daring to achieve the common goals of our community. Tough decisions will be made in our community as we continue to grow and that is a responsibility that we should not, and frankly cannot, outsource. No one loves Tucson like we do. We have all of the mental, physical and financial horsepower right here to accomplish our dreams. If we would pull together, we would be the envy of the majority of world cities. The best is yet to come for Tucson.

**TOP THREE THINGS ON OUR BUCKET LIST:**

1. Commercial space travel.
2. Tour Machu Picchu.
3. Summit K2 with my husband and kids.



**William Martz, MD**  
Chief Executive Officer  
Agape Hospice &  
Palliative Care

**EDUCATION:** Doctor of Medicine, University of Arizona College of Medicine

**ORIGINALLY FROM:** Phoenix, AZ

**IN TUCSON AREA SINCE:** 2001

**FAMILY:** Christine (spouse); Ryan (16), Madison (14) and Brandon (8)

**PROUDEST ACCOMPLISHMENTS:**

Forming and developing a service-rated geriatric medical group in Tucson – Triad Medical Group. Also, winning the University of Arizona College of Medicine Teaching Facility of the Year 1998-1999.

**BIGGEST PROFESSIONAL CHALLENGE:**

Finding and retaining the most talented health care professionals for our organization.

**WHAT I WOULD SAY IN TWO MINUTES IF I COULD SPEAK TO EVERYONE IN GREATER TUCSON:**

With vision and hard work, any goal can be reached. Pursue your dreams with passion but be mindful of those important relationships in your life in the process.

**TOP THREE THINGS ON MY BUCKET LIST:**

1. Trek through New Zealand
2. Run a Marathon
3. Drive to Alaska



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- National and local speakers presenting bold ideas addressing complex issues in our Thought Leaders Making a Difference speaker series.

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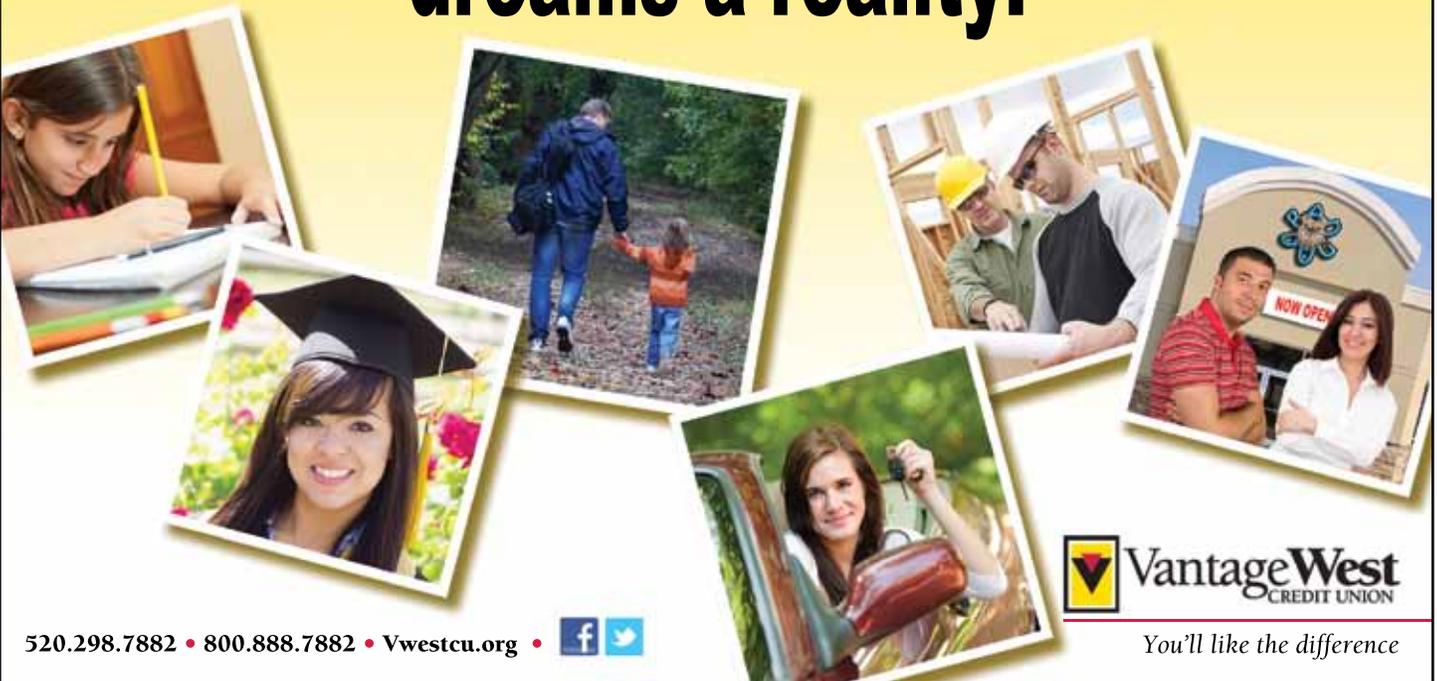
Contact Marian LaLonde at (520) 770-8717 or [marian.lalonde@quarles.com](mailto:marian.lalonde@quarles.com).  
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Curt Howell  
 President of Humana's Employer  
 Group segment in Arizona

## Incentive Programs Can Make a Difference in Your Employees' Health & Wellness

### Some would argue that Americans don't change behavior easily.

That would explain why nearly two-of-three American adults are still overweight or obese, 60 percent don't exercise and more than 20 percent still smoke. Additionally, 90 percent of those who join health-and-fitness clubs stop going within the first 90 days. On a local level, more than a quarter of Pima County adults are obese and nearly 20 percent are physically inactive, according to 2009 data from the Centers for Disease Control and Prevention.

We know that healthier choices are better for individuals, their families, their employers and the U.S. economy as a whole. How can we encourage people to make healthier lifestyle choices?

### Incentives for Well-Being

Research shows that Americans are ready for a health rewards program. The majority of 1,000 adults in a 2011 survey said they should be rewarded for making healthy choices. And 59 percent said they would like to be rewarded for exercising.

Health reward solutions don't just benefit individual consumers. With rising health care costs and a desire to reduce absenteeism, employers have a significant interest in encouraging their employees' pursuit of well-being. A growing number of employers are now including non-cash incentives in their wellness solutions. A survey of 157 large employers found that 62 percent offered incentives in 2010, up from 57 percent the previous year.

Research shows incentives make a real difference in people's health. A good weight-loss incentive solution can increase employee participation rates from 12 percent to 35 percent, according to CDC data. Additionally, a 2010 study from the American Journal of Health Promotion shows individuals who regularly participated in a specific health incentives solution experienced shorter and fewer hospital stays than those who didn't participate.

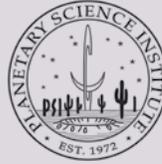
### Make it Personal

The main drivers of success are personalized plans and the ability of participants to self-select their rewards. In the case of HumanaVitality, Humana's health rewards program, this approach works in two ways. First, the program provides participants with personal pathways they can follow as individuals to improve their health and wellness. Next, participants who pursue those pathways earn points that allow them to choose among more than 600,000 rewards ranging from electronics to vacations to charitable donations.

The key is self-selection: choosing the pathway to follow and working toward redeeming rewards that are personally motivating and significant. Many incentive programs are based on the philosophy that rewarding small, personalized steps today – taking a few extra minutes to exercise, choosing one more healthy meal a day – can add up to meaningful change over time.

In a time when companies regularly use rewards to earn brand loyalty of the American consumer, Tucson companies should stop to consider if they are doing enough to build loyalty. Health incentive solutions reward consumers for making healthy choices in the short run, but the real payoff – the biggest reward of all – is sustainable change toward long-term health and well-being.

# Planetary Science Institute



MARK V. SYKES, PH.D., J.D., CEO AND DIRECTOR

**Describe your organization and your organization's purpose. Who does your organization serve? How do you serve?**

The Planetary Science Institute is headquartered in Tucson, where it was founded more than 40 years ago. PSI has more than 85 Ph.D. scientists and educators in 18 states and eight countries who are involved in every NASA planetary mission from Mercury to Pluto and beyond, as well as missions by other countries. They conduct fieldwork on every continent of the Earth, linking together processes that occur on Earth and other planets. Much work is done on Mars and the Moon, but also includes asteroids, comets, impact physics, the origin of the solar system, the formation of planets around other stars and the rise of life. PSI is also involved with human exploration and is developing the Atsa Suborbital Observatory to be operated in space by PSI scientists and selected students. They then take their discoveries to the public and into the classroom through outreach activities, professional development programs for teachers, experiential science education for students, children's books, popular science books and art.

**What are some of the challenges that your organization faces?** PSI has been rapidly growing over the past eight years (double digits annually), which requires continuing investment in facilities. Historically, NASA funding has provided 97 percent of PSI's revenue, and today PSI is seeking to fund a number of new initiatives through the support and partnership of other companies where mutual interests and advantages can be identified. This can range from common interests in promoting education to marketing opportunities associated with high profile exploration activities.



**How would you like to interact with the business community on a higher level?**

PSI is looking forward to meeting and building relationships with the other businesses in our community. PSI contributes to the economic growth of the community by providing high-paid, high-tech jobs, doing cutting edge space science here in Tucson and providing students – and teachers – quality science education opportunities. Planetary Science Institute wants to build on this and find ways to be a resource for others to our mutual advantage.

# Mothers Against Drunk Driving (MADD) Southern Arizona Affiliate



MAGGIE MCCANN, SPECIAL EVENTS MANAGER

**Describe your organization and your organization's purpose. Who does your organization serve? How do you serve?**

The mission of MADD is to stop drunk driving, support the victims of this violent crime and prevent underage drinking. MADD of Southern Arizona provides support and services to any and all victims who reside in the counties of Pima, Cochise, Pinal, Santa Cruz, Graham, Greenlee and Yuma. In addition, MADD provides educational initiatives to youth in the previously listed counties, in an effort to prevent underage drinking. The staff and volunteers of MADD also provide educational Victim Impact Panels to individuals convicted of driving under the influence of alcohol or narcotics in an effort to stop future incidents of impaired driving.

**What are some of the challenges that your organization faces?** Sustainable funding is always a significant challenge that is faced by MADD of Southern Arizona. Without sustainable funding, MADD is limited in the number of victims that we can serve and with the staggering number of injuries and deaths caused by impaired



drivers, the need is great. (In 2011 in Arizona, there were 5,537 alcohol related crashes, which resulted in 3,360 life changing injuries and 265 fatalities).

**How would you like to interact with the business community on a higher level?**

MADD would like to partner with like-minded individuals and corporations, who have a common interest in keeping impaired drivers off of our community roads and highways and putting a stop to underage alcohol consumption.

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### ANCHOR WAVE INTERNET SOLUTIONS

245 S. Plumer Avenue #3 • 520-622-3731

Anchor Wave Internet Solutions celebrated its 10th anniversary with clients and friends. Since 2003, Anchor Wave has developed more than 740 websites for businesses and non-profit organizations in Southern Arizona and the US and offers custom web development, search engine optimization, pay-per-click advertising, and email and social media marketing services.

### TUCSON JAZZ SOCIETY

2777 N. Campbell Avenue • 520-661-8629

The Tucson Jazz Society is a non-profit arts organization dedicated to promoting and preserving America's original music, jazz. They ensure continuity of the jazz art form while championing local, national and international artists in Southern Arizona. Tucson Jazz Society exercises this mission under the direction of their new president Mr. Mark Slivinski.



### WALMART

2711 S. Houghton Road • 520-258-0135

A new Tucson Walmart opened Wednesday, July 17, after a brief ribbon cutting ceremony. The new store at 2711 S. Houghton Road is open 24 hours daily. Store Manager Dan Lammes says the store will provide Tucson residents with one-stop shopping convenience for their grocery and general merchandise needs.



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