

**THERE'S NOTHING
SMALL ABOUT**

SMALL BUSINESS



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Chairman's Message

Tony Penn
Chairman of the Board

Strengthening the Impact of Small Business Helps Us All.

I believe the local economy here in Tucson and Southern Arizona is beginning to show some positive signs of recovery. It's not just my humble opinion. George Hammond, director of the Economic and Business Research Center at the UA's Eller College of Management also agrees. The University of Arizona economist shared his views recently at their annual midyear economic update, which was held June 4, 2014 at the Westin La Paloma Resort & Spa. In that presentation, Mr. Hammond also made the following statement, "Arizona's economy is growing, in jobs, residents and real income..." And I, for one, am encouraged by this report because with a growing economy comes the opportunity to see more individuals and families become stronger and financially stable as we move closer to full and better employment. As we witness this happening around us, evidenced by a few more grand-opening celebrations, groundbreaking events taking place, construction cranes appearing over downtown Tucson and elsewhere, it is important to keep in mind that most of the growth will be due to small business. That's why working together to strengthen the impact of small business will help us all here in Tucson, in the state of Arizona and throughout this great country of ours.

In the previous issue of *The Chamber Edge* (Summer 2014), my Chairman's Message focused on why the strategies of shared value and collective impact are essential ingredients for strengthening business and communities. Those certainly remain true as we see this glimmer of hope in the coming forecast from UA's report to the community. In conjunction with this optimism, in our current issue of *The Chamber Edge*, we've highlighted how your Tucson Metro Chamber has been working hard visibly and behind the scenes at promoting the public and private partnerships to drive and support the strengthening of existing small business and the growth of new business opportunities throughout the region. You'll read in the coming pages articles submitted by leaders in government, small business advocates and small business leaders themselves, from their perspectives, on how we're helping to improve the local climate. Even more importantly, you'll also learn how together, we need to do even more.

Thelma Grimes, a writer for *Inside Tucson Business*, posted in an article on Friday, May 16, 2014, the following statistics: "In Arizona, the impact of small businesses is even larger. Small businesses represent 97.1 percent of all employers and employ 44.8 percent of the private-sector labor force. Small businesses are crucial to the local economy, with the Census results showing there are more than 495,227 small businesses in Arizona." With these facts in view, the evidence is clear that small business is the engine that drives our economy in the state of Arizona and here locally.

If we truly want to see our communities, our children, families and seniors thrive, we must work together across all sectors and over all barriers to implement policies and programs that strengthen the impact of small business.

Tony Penn
Chairman of the Board

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President's Message

Michael V. Varney
President & CEO

Signs of a Local Renaissance?

I am out of the office -- a lot. Getting out and listening to people is the best way to stay tuned in to the sentiment of the business community. And based on what I am hearing, I sense some positive developments are taking place in our community. Here are some anecdotal examples:

1. For the past two years, the Tucson Metro Chamber has called for higher levels of service from city and county development services departments. The public-private interface for zoning, permitting, etc. was red hot when I arrived in Tucson in 2011. While issues persist, I believe that officials in both the city and county are working hard to improve their policies and their practices.

At a ribbon cutting event at the new McDonald's restaurant on campus recently, the owner publicly praised Mayor Rothschild and the City of Tucson for demonstrating, "...the utmost in cooperation. We felt like we really had some allies to help us meet a very tight construction schedule."

Similarly, Pima County Development Services is achieving or exceeding targets for timely permitting and has demonstrated a sincere interest in listening to its customers to improve its processes.

2. A recent survey of large company executives by the Chamber documented a high level of dissatisfaction with the condition of streets and roads in the city and the county. (Nothing new here except the quantification of how intense the feelings of business leaders are about these conditions.) Results of the survey were shared with officials in the city and the county to underscore the need for attention to this issue. The Chamber asked both jurisdictions to define how they intend to address street and road repair, regardless of how the repairs are funded.

The City of Tucson has already bonded \$100 million earmarked exclusively for road repairs. (This is a start, but the amount to bring roads up to good condition and keep them there is estimated to be \$800 million.) County Administrator Huckelberry is floating a tax proposal to fund the county's estimated \$300 million road upgrade budget. Time will tell if citizens will support the proposal, but the important thing is that there is at least a plan to get roads fixed.

3. The Chamber has long encouraged greater cooperation between the City of Tucson and the Rio Nuevo Board. City officials and the new version of the Board have made great progress in ironing out differences and moving development of our downtown urban core forward. The Rio Nuevo Board recently voted to commence negotiations with the winning bidder for a massive downtown development that the Chamber believes could be the long-awaited catalyst for robust development throughout our downtown area. The winning proposal includes a hotel, conference center, arts and cultural facilities and magnificent architecture visible from I-10. Once completed, we believe this development will transform Tucson.

Sure, the jury is still out on what our community will look like five or ten years from now, but if these three issues (and many others too numerous to mention here) are any indication, I sense that good things are starting to happen in Tucson. The Chamber will keep an eye on these and other matters, but there is clearly reason for optimism.

Michael V. Varney
President & CEO

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MISSION STATEMENT

The mission of the Tucson Metro Chamber is to promote a strong local economy resulting in business growth, ample employment and improving quality of life for all citizens.

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

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.



Government Affairs Message

Robert Medler
Vice President of
Government Affairs

BUSINESS IS THE LARGEST VOTING BLOCK

With November's general election just a few weeks away, it's important for business to know they are the largest single voting block – period. Of the approximately 975,000 people living in Pima County, about 751,000 are eligible voters. According to the Eller School of Management at the University of Arizona, in July 2014 there were 422,984 employed adults in the Tucson metropolitan statistical area (MSA). Subtract the government employees, approximately 71,000, and the result is that businesses employ over 46% of the electorate.

Knowing business is the largest single voting block in Pima County, it's important to understand the single most important factor in elections: **voting**. In November 2012's general election only 385,725 citizens showed up to the polls. With voter registration around two-thirds (65%), the turnout was relatively high (77.98%). For comparison, in 2010 voter registration was closer to 60% and the turnout was 66%. One could say numbers are improving, but ballot content is likely the greatest factor in the increased numbers.

My point is simple – if more business owners and managers encourage their employees to register and then vote, business will have an actual voice in elections, not a theoretical one.

Employees need to understand the importance of government leaders and how the policies those individuals make affect their livelihood. By no means am I suggesting owners and managers should tell their employees how to vote. What I am suggesting is that owners and managers need to communicate how government affects their company. Most people don't consider how voting on a proposition, referendum or office has an affect on their employer. How could they? They will never know, unless they are told and educated on issues affecting their place of employment.

For business owners and managers, this can be a challenge. Thankfully, the Tucson Metro Chamber is there for you. Our affiliated political action committee, the Southern Arizona Business Political Action Committee (SAZPAC), makes endorsements in a variety of offices. From governor to school boards, SAZPAC has interviewed, evaluated and recommended candidates that will help business prosper in our region. You can find the full list of endorsements on page 23 of this edition of *Chamber Edge*.

Above all, encourage your employees to register to vote and urge them to vote on November 4 – it's the only way business will truly be heard.

Robert Medler
Vice President of Government Affairs



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Ron Barber
U.S. Representative

Federal Transportation Funding Falls Victim to Partisan Bickering

Tucson's modern streetcar has been in operation for just two months and travels less than four miles. But few other developments in the city's recent history have caused such economic growth and done so much to rejuvenate our historic downtown.

However, there would have been no streetcar without an \$80 million federal grant. Unless Congress sets aside partisan bickering and works together to ensure long-term transportation funding, as a nation we will lose out on the substantial economic benefits delivered by modern and effective transportation systems.

Once upon a time, Congress approved 10-year transportation funding bills – giving enough time to plan, design and start construction on major projects such as the modern streetcar. Cities had a decade of funding certainty, which is essential to move projects forward in a cost-effective manner.

In recent times, Congress could agree on only a five-year transportation plan. Then only on a two-year plan.

In July of this year, we hit bottom. The Congress passed only a seven-month extension of federal transportation funding.

Even this seven-month extension almost didn't happen. The Congress managed to pass it just before funding was set to expire, endangering 100,000 construction projects and up to 700,000 jobs. I voted for this funding to prevent a total disruption in projects already underway.

We must do better.

Recently, the Arizona Department of Transportation worked with regional planning agencies and other organizations to spell out how badly Arizona's transportation system needs help.

The reality of what we face as a state is that within the next 35 years, five more people will move into Arizona for every three we now have here. Our current population of 6 million will balloon to 16 million. Here in Southern Arizona, our population will increase by 80 percent over the next 25 years. Imagine that traffic jam you are sitting in being 80 percent longer – or 80 percent more traffic on Interstate 10 passing through Tucson.

But while our state and local communities are looking far into the future – 25 years and 35 years out – Congress is planning from emergency to emergency. That is not only a serious problem, it is a major disconnect. We cannot build a better country – we cannot build a better Arizona or a better Tucson – with this lack of vision and commitment to developing a stable transportation network.

Improved and expanded roads are essential for our economic growth. This includes highways that allow the rapid movement of commercial traffic through and around our cities and to and from the border with Mexico.

States, cities and contractors need multi-year transportation legislation in place because infrastructure projects require long-term financing. These vital projects are undermined by the short-term patches offered up by Congress. The U.S. Chamber of Commerce and our local chambers understand that transportation infrastructure is important to the American economy. The U.S. Chamber stated that "Congress must have – and seize – the opportunity to address a long-term revenue fix to the Highway Trust Fund before year-end."

In Congress, I am a member of the Bipartisan Working Group, composed of equal numbers of Republicans and Democrats who are committed to working across party lines for the good of the nation. We are establishing common ground on issues of importance to our country and Arizona – and funding for infrastructure is one of the most critical needs we have today. That's the kind of commitment we must expect in Washington – a commitment to setting aside partisanship and instead focusing on solutions.

We cannot keep kicking the can down our pot-holed roads. Our infrastructure is crumbling and it requires immediate attention. With the right action in Congress, we can put thousands of Americans back to work and repair the roads and bridges that have been neglected for too long due to Washington inaction.

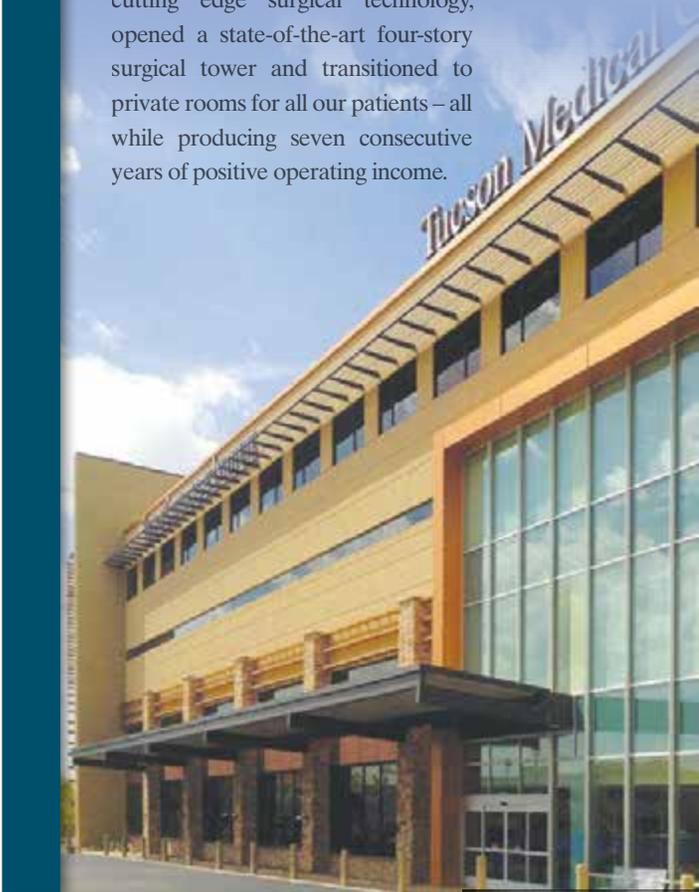
U.S. Rep. Ron Barber represents Arizona's 2nd Congressional District. Follow him on Facebook or Twitter at RepRonBarber or contact him through his website at barber.house.gov.

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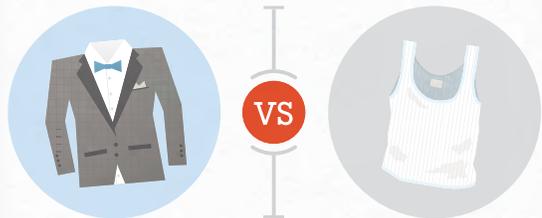
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Cynthia Walls, RN

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Workplace Wellness Benefits Your Employees' Health and Your Bottom Line

There's a lot of chatter about the benefits of workplace wellness. In fact, it has become a major area of focus for many organizations. And it's no surprise – many big companies and small businesses have benefited from wellness programs.

That said, even the best wellness program will fall flat if employees aren't participating. So the question is: how do you promote your program to ensure participation and reap the benefits you're seeking?

First, it's essential to ensure buy-in of your program from the top down. If managers are participating, employees are much more likely to pay attention. Your leadership team must "walk the talk" – they will help set the tone for wellness and cultivate a company culture focused on healthy lifestyles. You may even consider inviting a top executive to take part in your workplace wellness committee.

At the tactical level, feature your program in regular and consistent communications. Create a newsletter providing fitness tips, nutrition advice, healthy recipes and upcoming wellness events. Display posters in the lunchroom encouraging healthy eating. Use payroll stuffers to invite your staff to participate in a lunch-and-learn or to join the noon-time walking club. Hang posters in stairwells to applaud employees who opt for the stairs, or create an intranet that provides wellness resources and gives employees a forum for cheering each other on.

Take it even further by providing rewards for employees who meet goals for weight loss, physical activity, tobacco cessation, or other noteworthy milestones. Gather and share individual success stories to inspire other staff members to lead healthier lives and foster a supportive environment.

The promotional tactics are limitless; the key is consistency. Change won't happen overnight, and it may require real patience and tenacity to effect change in your workplace. But, as your employees make small changes that improve their quality of life, your company, too, will see substantial benefits over time.

Ergonomics – a key to productivity

How productive is your office? Is the level of productivity of your employees beginning to "level off"? Perhaps your office is not ergonomically sound. If employees do not have appropriate working conditions, productivity can drop and injuries could occur, translating to higher healthcare costs.

According to the Occupational Safety and Health Administration (OSHA), ergonomic risk factors include repetitive, forceful or prolonged awkward postures.

Studies by Cornell University* show that there are risk factors to sitting too long as well as standing too long at any given time. Additionally, the University of Arizona reports that cold temperatures, lighting and noise levels can affect the work environment.

A more ergonomically sound workspace could include:

- **Better posturing/sitting:** Sit with shoulders relaxed – not hunched forward. Use the chair's backrest to support the lower back and lumbar area.
- **Lighting:** When working on a computer, light levels should be lower than when reading paper documents.
- **Computer Monitor:** If vision is normal, the height of the monitor should be set so that the top of the screen is just below eye level. The optimum screen viewing distance is between 18" and 30" in front of your face.
- **Temperature:** Most office work is done while seated, with less physical activity, so a higher temperature setting may be necessary.
- **Noise Levels:** Employers should survey employees on the noise levels in their office and make adjustments accordingly.

Help your employees' health and your bottom line by making your office ergonomically sound.

This information is brought to you by Blue Cross Blue Shield of Arizona. For more information on workplace wellness please visit: www.azblue.com/employersandorganizations/live-healthy/healthy-tips

*Source: <http://ergo.human.cornell.edu/CUESitStand.html>

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Craig O'Loughlin
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Unpaid Internships: Risky Business for Employers

Many students and individuals eagerly seek even unpaid internships, particularly in this job market, as opportunities to get a foot in a door with an employer, obtain practical experience and to build their professional resumes in the process. Employers often view interns as part of their recruiting pipeline. When considering an internship program, however, businesses should remember the old phrase: "There is no such thing as a free lunch."

As seen in recent high profile cases, employers who utilize unpaid interns face significant liabilities if the classification is challenged and interns are found not to be "trainees" who are exempt from federal and state wage and hour laws. Employers are often surprised to learn that there is significant risk that interns can be considered "employees" entitled to at least minimum wage and statutory overtime (for hours worked over 40 per week) under such laws if challenged.

Recently, unpaid internships have been targeted by the Department of Labor (DOL) and employers are increasingly facing lawsuits over their use of unpaid interns. Under guidelines issued by the DOL, in order for an internship to be unpaid (and the intern considered a trainee and thus not an employee under the Fair Labor Standards Act -FLSA), each of the following criteria must be satisfied:

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training that would be given in an educational environment;
2. The internship experience is for the benefit of the intern;
3. The intern does not displace regular employees, but works under close observation of existing staff;
4. The employer that provides the internship/training derives no immediate advantage from the activities of the intern; and on occasion the employer's operations may actually be impeded;
5. The intern is not necessarily entitled to a job at the completion of the internship; and
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

The DOL has specifically targeted the use of unpaid interns as a compliance focus and suggested that there are few circumstances in which a for-profit employer can have an intern who is not required to be paid under the law. And, while non-profit employers have somewhat greater flexibility (for example, individuals who volunteer for charitable purposes are not considered employees and interns at health care institutions that provide training in connection with school credit are likely to be found to satisfy the DOL's criteria), they are not immune from potential liability. For example, even non-profit employers cannot generally have unpaid interns performing work that would otherwise need to be performed by regular employees.

Recent cases reflect that employers are increasingly being sued over misclassification and courts are frequently coming down on the side of the interns. For instance, a federal court in New York last year issued a decision finding that the unpaid interns who worked on the production for the film *Black Swan* were actually employees under the FLSA and New York's wage and hour law. Applying the DOL's criteria, the court concluded that the interns did not receive training similar to that of an educational environment and that they performed routine tasks that regular employees otherwise would have had to perform. The court also rejected the employer's contention that those unpaid interns who received school credit for their internships necessarily met the "trainee" requirements on the basis that receipt of such credit alone did not change the overall nature of the internships. Although the case is on appeal, other courts have similarly found employers liable for misclassifying interns even under less stringent standards.

The risks of misclassification include back pay (for up to three years), almost automatic double damages and the plaintiff's attorneys' fees. Further, employers with large unpaid internship programs face the scourge of a class action seeking back pay and other damages on behalf of a significant number of current and/or former interns, as is the employer in the *Black Swan* case.

The bottom line: unpaid internships must be closely scrutinized to ensure that the unpaid intern isn't simply an unpaid employee. Where a determination is made that an internship will be unpaid, the employer should at least have a written internship agreement/ acknowledgement that addressed each of the DOL criteria. In most cases, however, employers are well advised to avoid the risk and simply pay their interns.



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THERE'S NOTHING
SMALL ABOUT

SMALL BUSINESS



Mike Varney
President & CEO,
Tucson Metro
Chamber

Forget the major global companies you see in the news every day. America's biggest employer is small business. According to Business USA, there are 5,930,132 companies in the U.S. that employ at least one person. Of those companies, an astounding 5,294,970 (89%) employ 1-20 employees.

Seventy-five percent of all investors in the Tucson Metro Chamber are small businesses (<25 employees), so our profile is close to the national profile of small business vs. larger companies.

Fifty percent of small business start-ups do not make it to their fifth year (forbes.com), so starting and operating a small business is not for the timid. If you own a small business you know the exhilaration of the good times and the sleep-depriving impact of the not-so-good times. Yet every year new businesses pop up with their version of a better mousetrap or just a vision of making a go of a small enterprise.

Using the Small Business Administration's definition of small business (50 or fewer employees), here are some more interesting statistics about small business courtesy of forbes.com:

- More than 50% of the working population (120 million individuals) work in a small business.
- Small businesses have generated more than 65% of the net new jobs since 1995.
- About 52% of all small businesses are home-based.

The Tucson Metro Chamber works very hard to support small businesses. Among the many programs the Chamber offers to help small businesses survive and thrive in Southern Arizona there are:

- Events where small businesses can make vital business development contacts and connections
- Workshops and seminars to learn how to operate a more profitable enterprise
- Discounts on office supplies and workers compensation insurance to contain costs
- CEO roundtable groups so small business executives can share experiences and grow their leadership skills
- Workshops to help small businesses learn how to do business with the federal government
- The "We Can Help" section of the Chamber's web site to help solve any business issue a small business might have
- The Chamber's online resources help small businesses with everything from writing a business plan to understanding small business lending to going through the licensing and permitting process

When it comes to government, we know that small business owners are all "doing more with less" and that their time to watch over elected leaders is scarce. That's why the Chamber is a strong advocate for business-friendly public policy at the local and state levels. We keep an eye on regulatory policy and taxes that can hurt local businesses and make it more difficult to succeed in Southern Arizona.

Small business is big in importance to Southern Arizona and to the Tucson Metro Chamber.

Tucson Metro Chamber – Champion for Small Business



Steve Steenson
Area Manager, BBSI,
Chair, Tucson Metro
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Business Advisory
Council

As chair of the Tucson Metro Chamber's Small Business Advisory Council (SBAC), I have seen first hand the commitment the Chamber has given to serving the needs of small businesses. Seventy-five percent of the Chamber's 1,450 members are small businesses with 25 or fewer employees. Making sure that the unique needs of small businesses are served is a vital component of the Chamber's overall program of work.

The Chamber recently conducted focus group research to pinpoint what small businesses want and need most from the Tucson Metro Chamber. At the top of the

list was the opportunity to meet and develop new relationships with other companies of all sizes. Small businesses described the type of events they prefer and how often those events should occur. Although that research took place in the late summer, the Chamber, working with the SBAC, has already responded with a framework of new events and newly energized existing events. That agenda will be rolled out in the fourth quarter.

Earlier this year the Chamber began a second Peerspectives group. Peerspectives is a program of monthly meetings for small and medium size business CEOs to share experiences and assist each other in finding solutions to business problems all businesses face sooner or later. Participants in both Peerspectives groups comment that they have found the meetings to be very productive and helpful in both their personal and professional lives.

There aren't very many small businesses that can hire expensive consultants, so the Chamber has delivered a program of workshops and seminars to provide expertise on vital aspects of business operations. In September the Chamber and the U of A Eller School combined for a two-part series on increasing sales and sales management proficiency. There's nothing like some extra revenue on the books!

Other programs with Eller include opportunities for local businesses to access expertise on writing a business plan and writing a marketing plan.

Twice a year the Chamber holds workshops to help small businesses learn how to do business with the federal government, especially Davis-Monthan AFB. Federal procurement has a language and a system unto itself. Knowing how to navigate the system and speak the language is easier than most business owners think. These workshops have resulted in new business development opportunities for many local small businesses.

Need some help with business operations? Need answers on how to navigate government systems for permitting and licensing? Need to apply for a business loan? Get the answers you need on the Chamber's web site, tucsonchamber.org. The special "Resources" section of the web site is a treasure chest of useful information on all areas of business operations.

In the same section of the web site you can also find help with training programs. Just click on the "Coggnio" resource and access online training for customer service, HR and a host of other important areas.



Brand new this summer was the launch of the Chamber's "We Can Help" problem solving portal on their web site. Finding the solution to any business problem you have is just a click away. Send a description of your problem to the Chamber and they'll solve it for you or identify someone who can. What a great resource for small businesses who are "doing more with less" and often don't know where to turn for answers.

And finally, the Chamber has taken steps to help small businesses **save** money, too. The Chamber's Office Depot program and CopperPoint Mutual Insurance program make it easy for companies across Southern Arizona to save money on the office supplies they buy most and to receive bonus dividend checks (similar to rebates) on their workers compensation expenses.

The bottom line is that the Tucson Metro Chamber is the best friend a small business could ask for. Think of the Chamber as that unpaid employee you'd love to have but probably couldn't afford.

And here's a personal plug. If you are interested in joining the Small Business Advisory Council, write to me directly at steve.steenson@bbsihq.com.



www.TucsonChamber.org/help

What Chamber Membership Means to a Tucson Small Business



Brian Woods
*Managing Partner,
Southwest Print and
Promotions*

I joined the Tucson Metro Chamber in the fall of 2011 with the sole purpose of growing my revenue. Looking back almost 3 years later I realize how much more I have gotten out of my membership: business growth, discounts, new vendors, volunteer opportunities, friendships, a trip to Cassopolis Michigan and much more.

I realized that business growth was not going to happen by simply joining the chamber. Yes, I have gotten a few referrals from my membership listing but not enough to justify my membership. Six

months into my first year I started to kick myself because I had not gone to any events or volunteered. I am a big believer of, if I join, I am in with both feet and full steam ahead.

During my first year I heard several times from a member of the Ambassadors. Ambassadors are a volunteer group of Chamber members that are focused on helping new members navigate everything the Chamber has to offer. It took a few Ambassador calls before I committed to becoming active. I went to a Small Business Advisory Council (SBAC) meeting and got involved in several committees. From these committees I met people that would become clients, vendors and friends.

I participated in a Breakfast with the Board event and learned from other new members why they joined and the value they were getting. Some of the comments from the members in attendance:

- "The Chamber helped me with a building permit issue"
- "the Office Depot savings alone will make this membership worth it"
- "the money in your pocket partners are amazing"

The Tucson Metro Chamber is very powerful in government advocacy. It is helpful to know "the little guy" has help when navigating city hall. I was told by a new member his business was struggling with a building issue that the Chamber's government affairs team helped smooth out.

If you are looking to save money, the *Money in Your Pocket* offerings are fantastic. I know a member with 300 employees was able to provide Office Depot savings cards to every employee. This allows employees to save on their personal purchases such as printer ink and school supplies. Office Depot is just one of the partners you get access to with your membership.

Growing my business was the number one reason I joined and by going to Chamber events I have grown my business. In one year 60% of my business growth was attributed to clients I

met at a Chamber event. The Chamber offers numerous chances to meet people all around town through Chamber XChange networking events. Offered once a month these events draw 75-100 Chamber members who are looking to meet like-minded people wanting to grow their client base. I gained numerous new clients at these events and a few new vendors as well.

If you are a leader of a small business you likely have few people to turn to when having to make a tough decision. The Chamber started the Peerspectives program for small businesses with 10 or more employees and currently has two active groups. This program allows each industry to be represented by only one member's CEO/GM or owner per group. The program has a facilitator and is structured to help members solve their deep issues by hearing how others in the group solved similar issues in their business. Peerspectives provides a member 10-12 consultants in the room who all want to grow their business.

Bottom line, Tucson Metro Chamber membership is more than worth the investment. Still wondering about the trip to Cassopolis Michigan? You will have to search me out in person at a Chamber event to hear the rest of that story.

Small Businesses are BIG in Pima County



Sharon Bronson
*Chair, Pima County
Board of Supervisors*

According to the 2012 data from the U.S. Census Bureau, 95 percent of metropolitan Tucson's business establishments have fewer than 50 employees, with more than half employing between one and four workers.

Small business is the business of Pima County. Our Economic Development Plan, adopted in 2012 and currently undergoing revision for 2015, focuses heavily on fostering and supporting small businesses in the county.

The county's support for small business starts with the Small Business Commission, an 11-member body made up of small business owners who have direct access to county staff and policy makers.

As an example of the commission's many successes advocating for small businesses, it proposed, drafted and saw adopted a change in the county's procurement code to give preference to local professional service firms for work on county projects.

The SBC also is in its fifth year of annually recognizing two firms – one rural and one urban – as Small Businesses of the Year. This year's winners were The Planning Center and the Golden Goose Thrift Shop.

The county also plays a vital role in connecting employers to the employees they need.

The county's two One-Stop Career Centers provide services to job seekers and employers alike. Job hunters can learn about open positions, as well as obtain the training they need to qualify for many of these jobs. Employers can post their open positions and work with the county's job training programs so the county can target its job training programs to create the trained and qualified workforce employers need.

Employee and employer education is a key component of the county's economic development strategy. Besides workforce development, the county also provides entrepreneur development.

The Pima County Public Library supports small businesses, start-ups, and future entrepreneurs every day. The Library's Self-Employment and Micro-Enterprise Initiative helped nearly 500 people explore their interests and learn the skills to launch or grow a business. A partnership with the Microbusiness Advancement Center, the Women's Business Center (WBC), and the Library gave aspiring entrepreneurs the opportunity to attend business feasibility workshops and participate in the WBC's 10-week Business Planning Course. As a result, six new small businesses were started.

Libraries hosted SCORE programs and more than 40 people learned how to start a business and establish valuable mentor connections. By providing business counseling sessions, workshops, information, and 24/7 access to online resources, the library is making it possible for entrepreneurs to experience success.

In addition, the county works with numerous economic development and support agencies, including TREO, the Microbusiness Advancement Center, Startup Tucson and the Tucson Metro Chamber.

The business community asked the county for a simpler, quicker and more efficient permitting and regulatory process and the county delivered. It is easier and faster than ever to get a new business or business expansion approved in the county.

And it will get even faster. As part of the new Economic Development Plan revision, and through the county's commitment to the Chamber through its Joint Business Objectives plan, the county is developing a Business Resource OneStop Center. This center will serve the business development needs of all sizes of businesses in the county; and since more than 9 out of 10 businesses in the county are small businesses, the center will serve those most of all.

Pima County is committed to fostering and maintaining a robust economy that provides good jobs and good incomes to all of the county's residents, and partnerships with organizations like the Chamber are essential to achieving this goal.

City of Tucson Help for Small Businesses



Jonathan Rothschild
Mayor, City of Tucson

Often, it's big business that makes headlines – Tesla's gigafactory, for instance. When states and cities compete furiously to win prizes like this one that mean thousands of jobs, the small business owner can feel a bit put out. Believe me, I understand.

One of my priorities in getting the City of Tucson to create its Economic Initiatives Office has been to ensure that the City is helpful to small and even brand new business owners, as well as to our largest businesses.

We've targeted a number of initiatives at small business. One, the Small Business Assistance Hotline, (520) 837-4100, answers calls from people starting a business, expanding a business, relocating a business, or with any other business concern. The hotline is available Monday through Friday, 8:00 a.m. to 5:00 p.m., in English and Spanish, and is designed to troubleshoot common issues, such as licensing, planning and permitting.

The City has a Small Business Enterprise Program that gives preference to local small businesses bidding on City contracts. Contact the City's Procurement Department for details.

The City has also stepped up to help small businesses get financing, investing \$5 million in an account on the condition that funds be used to lend to local small businesses.

Tucson's Planning & Development Services Department has taken steps to streamline inspections for projects of all sizes by cross-training inspectors. No longer is it necessary to set up multiple appointments with multiple inspectors – one inspector can certify electrical, plumbing, structural, etc. for most projects.



We've also eliminated the need, under certain circumstances, for a new Certificate of Occupancy. If a business moves into space previously occupied by another business with the same occupancy classification, it can use the previous C of O and get a Zoning Compliance Certificate instead – eliminating the need to submit plans and schedule building inspections.

Various infill incentive districts offer waivers for parking, loading, landscaping, setback and other requirements. Just recently, we passed a Safe Harbor ordinance, which relieves business owners of certain requirements while road construction is going on outside the premises.

My office has hosted or co-hosted several workshops for small business owners – including veterans and those looking to expand into foreign markets. I meet with or respond to business owners or business groups almost every day.

We're also working to make it easier for small business to access young talent. My office is working with the University of Arizona's STEM Learning Center to make it easier to hire interns at the college, junior college, or high school level. Many jobs require one or two years of experience. Internships can bridge that gap, making students more employable upon graduation and keeping them here in Southern Arizona.

At the City, we're acutely aware of the fact that most job creation comes from small businesses. We want to make life easier, not harder, for small business owners. I welcome ideas on how we can do more. Email me at mayor1@tucsonaz.gov.

Small businesses are part of, and benefit from, the Five T's of Tucson's economy – technology, trade, transportation, tourism and teaching. They are an essential part of our economy and an essential part of our community.

Small Businesses are a Big Deal in Marana



Ed Honea
Mayor, Town of Marana

Small businesses are the lifeblood of any community. According to the Small Business Administration, they create more than 75 percent of the net new jobs in our economy. The SBA estimates that 500,000 new small businesses with employees start every year.

In Marana, we value our small businesses and want to do everything we can to make sure they succeed. Our activities range from the tried-and-true to innovative concepts developed and carried out by staff.

Our business development center assists small businesses with their permitting and licensing needs. This innovative concept combines many elements of the development process into one location, providing business owners and entrepreneurs with one point of contact through when their doors open.

The Town partners with the Marana Chamber of Commerce to put on a business walk that identifies potential problems and provides assistance to entrepreneurs. During the most recent walk, Town staff and Council members combined with Marana Chamber staff and volunteers to visit more than 700 local businesses. The Town and Chamber are planning another business walk in November and early next year.

The Town is completing a sign code rewrite to improve business marketing capabilities. We refuse to let our ordinances become antiquated. They must be flexible to adjust to the ever-changing business climate. This rewrite is being done in partnership with business leaders and entrepreneurs.

We are participating in a buy local campaign started by our Chamber. It's important to keep sales tax dollars in our community to fund important projects like parks and road improvements. Of course, buying locally also helps the bottom lines of Marana businesses.

The Town provides monthly news to the local business community through the Marana Chamber Regional Update. Our town manager, economic development director, police chief and communications and marketing division have presented to the group over the past year. The sessions are well-attended by business owners and representatives from across the region.

We operate a proactive graffiti abatement program through our My Marana mobile app and code enforcement team. Since few things are more off-putting to business owners and potential customers, we pledge to eliminate graffiti within 48 hours of receiving a report.

We believe in the wisdom and effectiveness of community policing. Our officers patrol the same areas during their shifts in order to build solid and trustworthy relationships with business owners. This concept leads to a reduction in crime and increase in positive interactions between the public and our officers. Community policing is responsible for a safer town.

Most of these ideas were developed in partnership with local small businesses. They know what they need from their local government and we are excited to work with them.

Small businesses mean the world to every community. The ones that are located in Marana know we are there with them on their road to success.



Oro Valley—Supporting Small Businesses



Satish I. Hiremath,
Mayor, Town of
Oro Valley

As a business owner of Hiremath Family Dentistry for more than 20 years, I know firsthand the impact small businesses have on the local economy. First, and foremost, Hiremath Family Dentistry provides jobs, including dentists, dental hygienists, dental assistants and office managers. My 12 member team provides a much-needed service to the Oro Valley community and Tucson region: oral healthcare. Being healthy is an important investment for individuals and for a

community. I believe small business owners need to reinvest in their community, and that is exactly what Hiremath Family Dentistry strives to do. We provide free, back-to-school dental exams for children and we donated the Children's Room at the Oro Valley Public Library. We were proud to be the title sponsor for the Fourth of July Independence Day Celebration for the Town of Oro Valley, as well as for the Oro Valley Holiday Parade for the past nine years. Additionally, we donate to teen housing and continue to give back to youth and seniors.

As mayor of the Town of Oro Valley, I appreciate how the town supports all businesses small and large by offering free programs such as the Oro Valley Business Navigator, the Shop Oro Valley Campaign and OV Dollars. The Business Navigator, a web-based business directory, allows business owners, residents and developers the opportunity to search for and view a profile report of businesses within Oro Valley. The report includes the business name, address, telephone number, website address and a business photo. The report also includes a link to Google Maps for driving directions to the business.

The Shop Oro Valley campaign encourages residents to shop locally. Businesses participating in the program receive the following benefits funded from the Town:

Comprehensive Media and Public Relations Campaign

- Oro Valley Vista Newsletter
- Explorer Newspaper

Print Material and Collateral

- Shop Oro Valley tote bags
- Shop Oro Valley posters
- Shop Oro Valley bumper stickers

During the holidays, the town holds a special Shop Oro Valley Holiday Campaign to encourage residents and visitors to shop locally rather than shop online. Oro Valley shoppers spending \$25 or more at an Oro Valley business are eligible to submit receipts for a weekly raffle, and the town partners with our businesses community, which donates gift cards for the campaign. During the last Shop Oro Valley Campaign, the receipts totaled \$62,276.38 representing goods and services from 116 Oro Valley businesses.

The final program is OV Dollars. OV Dollars operates much like a regular gift card, but instead of only being able to use it at one retailer, shoppers can swipe their card at any of the participating businesses in Oro Valley. OV Dollars can be purchased at the Town of Oro Valley and Greater Oro Valley Chamber of Commerce. The Chamber partners with the Town of Oro Valley in emphasizing the importance of supporting small businesses through educational and promotional efforts, as well as partnering with the town in our business-retention efforts.

There are a number of ways the town is supporting small businesses. I challenge you, whether you are a small business owner or work for a small business, to support other small businesses and to reinvest in your community. When we are intentional about this, we are all working together to strengthen the community and accomplish common goals.



Sahuarita Business First. We Partner in Business



Duane Blumberg
Mayor, Town of
Sahuarita

Whether it's a business that's been in Sahuarita for many years or a home based start-up, "Sahuarita Business First. We partner in Business" is our motto. We understand that small businesses significantly impact Sahuarita's economy and through the years have generated most of our net new employment growth. By having a "Grow Your Own" focus, our small businesses today will be our major employers tomorrow--after all Sahuarita is their home!

We Partner in Business--

We strive to keep in close contact with our local area businesses and industries in order to better understand their needs and deliver the appropriate programs and services to entrepreneurs, home-based and small businesses. Information needed to help business owners is gathered through the Town's business license (for which there is no charge) application process. During the process, applicants are asked to complete a brief survey that captures information on the type of business activity, number of employees, number of employees added, operating square footage, expansion of square footage in the future, type of business assistance and value and type of "Shop Sahuarita" campaign.

Since February of this year over 46 entrepreneurs and small businesses in Sahuarita have been assisted through referrals: direct businesses to resources; Biz Connect --- providing businesses with information and connections through one-on-one meetings and on-going support; Business 2 Business --- connecting Town of Sahuarita businesses; and, Education --- scheduling and presenting informative forums.

To date respondents of the Sahuarita business survey on average have 1 – 16 exiting employees with 29 businesses projecting 70.5 new jobs in the next 16 months.

"The Biz Hub" @ Town Hall—

The Town of Sahuarita recently was awarded a \$92,100 grant that will launch the "The Biz Hub" @ Town Hall. The Biz Hub will be a centralized one-stop business connection center that supports entrepreneurs, home-based businesses as well as microenterprises that will provide technical assistance, mentoring, business workshops, meeting space to promote connections and sharing among Biz Hub participants and other community assets/organizations.

The Biz Hub will meet the needs of the business community by establishing a gathering point for mentoring, business workshops, audio/video conferencing technology and connection among other entrepreneurs. This level of support and facility will strengthen businesses management skills to nurture and build the needed resources for entrepreneurs, home-base business and microenterprises that will lead to economic growth in the form of jobs, increase revenues for businesses and promote a vibrant local business climate in the near future. Currently there's no one-stop business connection center available to business operators in Sahuarita.

The grant is made by the Freeport-McMoRan Foundation.

Hydronalix Announces Expansion of its Sahuarita Engineering and Production Facility—

Hydronalix, a leading developer of technology concepts for maritime robotics and a Sahuarita home-grown business, announced in July expansion plans to respond to production demands for its innovation Emergency Integrated Lifesaving Lanyard (EMILY). According to Town of Sahuarita economic development manager Victor Gonzalez, the Hydronalix expansion at West Duval Commerce Court in Sahuarita represents an addition of 4,000 square feet of light industrial space – nearly doubling its footprint – and approximately 12 employees.

"Hydronalix is a Sahuarita-based business and we're pleased that we have the facilities and talent right here to continue to grow and expand," said Hydronalix president and CEO Tony Mulligan. According to Sahuarita Vice Mayor Bill Bracco, who is a small business owner, "We want to nurture local tech firms like Hydronalix who help to drive our local economy".

Hydronalix is an engineering and design firm that develops high speed unattended devices for littoral and brown water operations as well as portable personal watercraft. Applications are designed and engineered for Department of Defense, Department of Homeland Security, NASA, NSF, DOE, NOAA and recreational sports. In operation since 2009, more than 70% of Hydronalix revenues are attributed to sales in Europe, Asia, and South America.





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Mark Jepperson,
Consultant

Strategic Work Alignment – A Powerful Business Tool

People generally want to do good work, perform well, apply their skills and contribute to company profit and customer success. Yet in spite of all this good will and positive intention, “work” gets a bad name. While there are many individual reasons for this perception, they all tend to group under one category – work misalignment. Often the employment experience does not foster a happy exercise in cooperation, collaboration and communication, especially in ways that would efficiently produce value for the customer and profit for the company.

Consider some typical work challenges nearly every company faces:

- Leadership effectiveness
- Employee turnover
- Performance and quality
- Conflict management
- Employee dissatisfaction
- Eroding profits
- Miscommunication
- Poor problem resolution
- Negative work culture

These challenges create waste in your business processes, erode profits and lead to an ongoing, and often negative, systemic work culture that sustains the status quo. Leaders continually wrestle with these challenges and try to improve work so that organizations can prosper. They create training programs, implement metrics and more, but with the existing work in mind and not strategic work alignment to deliver improved work results.

Work alignment is a framework that facilitates the design of work to make it possible to fulfill the performance needs of both the organization and its employees. It moves beyond the ‘*what*’ of work to the crucial ‘*how*’ to accomplish work. With Work Alignment you can:

- Understand and design for success in your executives, leaders and employees
- Design the success characteristics for job or role fit in individuals and teams
- Hire for fit along with skill to identify the right individuals for the role
- Improve organizational effectiveness and productivity through work alignment methods
- Understand and deliver the right organizational design for the work at hand
- Understand and implement change better by using a framework for work and employees

One way to think about Work Alignment is to realize that it can be divided up into parcels of how an employee’s effort is expended at the workplace:

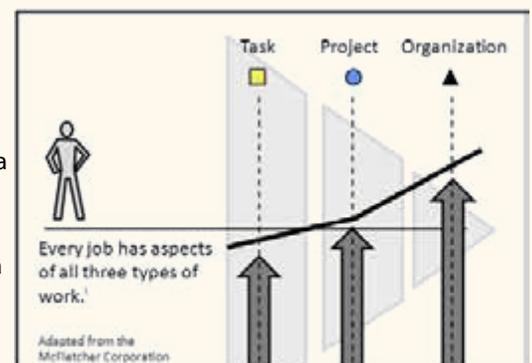
- Task effort
- Project effort
- Organizational effort

These parcels of effort can be reassembled so they improve work performance in a way that also meets the need of the individual and the organization – ways that better fit the humanity of people and the required work.

As one considers rearranging work content, it is important to realize that there is a natural energy and enthusiasm people can bring to bear if the work they do has been designed to release their potential. Consider which statement would be easier to accomplish (given both satisfy the customer):

- Change employees to meet your work demands
- Change the work content to fit your employees

The former treats workers as a tool, as opposed to a human being with wants and desires, and will naturally create organizational resistance. The latter reduces resistance by designing work that delivers value by respecting the humanity of workers. *Work alignment* is designing work to meet the needs of the customer, organization and individuals.



Sample profile of a preferred profile or the energy / effort an individual likes to expend in each type of work.



An Independent Licensee of the Blue Cross and Blue Shield Association



Rich Boals
President & CEO



Gavin Milczarek-Desai
Co-Managing Partner, Tucson Office

EDUCATION: Executive development courses completed at Fuqua School of Business at Duke University, Haas School of Business at the University of California, Harvard University and University of Michigan. A Bachelor's degree in accounting from Arizona State University. Four years in the United States Air Force before beginning a career at Blue Cross Blue Shield of Arizona in 1971.

ORIGINALLY FROM: Ohio

IN TUCSON AREA SINCE: Happily an Arizona resident for the past 47 years. Working with Blue Cross Blue Shield of Arizona since 1971.

FAMILY: Maryglenn (wife); two children

PROUDEST ACCOMPLISHMENTS:

There are many personal and professional accomplishments that make me proud. First, seeing my son and daughter through college. And professionally, stewarding the growth of Blue Cross Blue Shield of Arizona to over 1.3 million customers while fostering a culture that sincerely values the customer.

BIGGEST PROFESSIONAL CHALLENGE:

The evolving landscape of the health insurance industry as a result of the Affordable Care Act.

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

You are lucky to live and work in such a beautiful, progressive, diverse community that is energized by a great university and is in close proximity to our southern border.

TOP THREE THINGS ON MY BUCKET LIST:

1. Travel to Europe
2. Travel to Australia and New Zealand
3. Travel to South America

EDUCATION: B.A., Bard College; J.D. and Ph.D., University of Arizona

ORIGINALLY FROM: Born in Salt Lake City, but moved a lot.

IN TUCSON AREA SINCE: 1991

FAMILY: Married with two little boys

PROUDEST ACCOMPLISHMENTS:

Working to achieve a (mostly) happy and satisfying family and professional life.

BIGGEST PROFESSIONAL CHALLENGE:

Balancing management and administrative responsibilities with my passion for helping clients protect their inventions and branding.

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

Tucson is a treasure. Let's all speak up and do our part to create opportunity and maximize quality of life!

TOP THREE THINGS ON MY BUCKET LIST:

I just have one:

1. Hike the AZ Trail with my spouse and boys



Dave Crawford
President & CEO

EDUCATION: Civil Engineering degree, University of Arizona

ORIGINALLY FROM: Chicago

IN TUCSON AREA SINCE: 1956

FAMILY: Penny (wife); two sons

PROUDEST ACCOMPLISHMENTS:

Sundt is entirely owned by our employees through an employee stock ownership program. I'm very proud that all of our craft and administrative employees have contributed to the success of the company, thereby contributing to the success of every Sundt employee. Our shareholders not only contribute to our industry but give back to the communities in which they live.

BIGGEST PROFESSIONAL CHALLENGE:

To continue to grow and prosper in economic uncertainty in order to provide our young people with opportunities for the future and retirement benefits for our employee shareholders. We need to be at the forefront of innovation and creativity to provide unique and unparalleled services to make our clients successful.

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

We must improve the quality of our education at all levels, but especially the K-12 system, to prepare our young people to be career ready. Expect More Arizona is creating a starting point for raising the expectations of our young people through their Arizona Aims Higher program. Our career and technical education effort will have to improve dramatically to touch the lives of a larger number of young people. We also need to improve our infrastructure and find funding for infrastructure projects that will in turn create jobs and tax revenue. Additionally, we need to make our community more attractive to businesses and let them know they are welcome in Tucson.

TOP THREE THINGS ON MY BUCKET LIST:

1. Ensure the long-term performance and success of our company for the employee shareholders
2. Travel to a number of different countries and continents
3. Maybe build or buy another hot rod or two if my wife doesn't see this article.



Fletcher J. McCusker
CEO

EDUCATION: Doctor of Letters

ORIGINALLY FROM: Tucson

IN TUCSON AREA SINCE: Native - Grandfather moved here in 1929

PROUDEST ACCOMPLISHMENTS:

Building Providence Service Corporation into a billion dollar business; turning around Rio Nuevo; launching First Integrated Healthcare Company; my son Tyler.

BIGGEST PROFESSIONAL CHALLENGE:

Managing rapid growth.

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

We will finish our downtown, it will attract people from around the world.

TOP THREE THINGS ON MY BUCKET LIST:

1. Climb Everest
2. Race an Indy car
3. Play drums for the Foo Fighters

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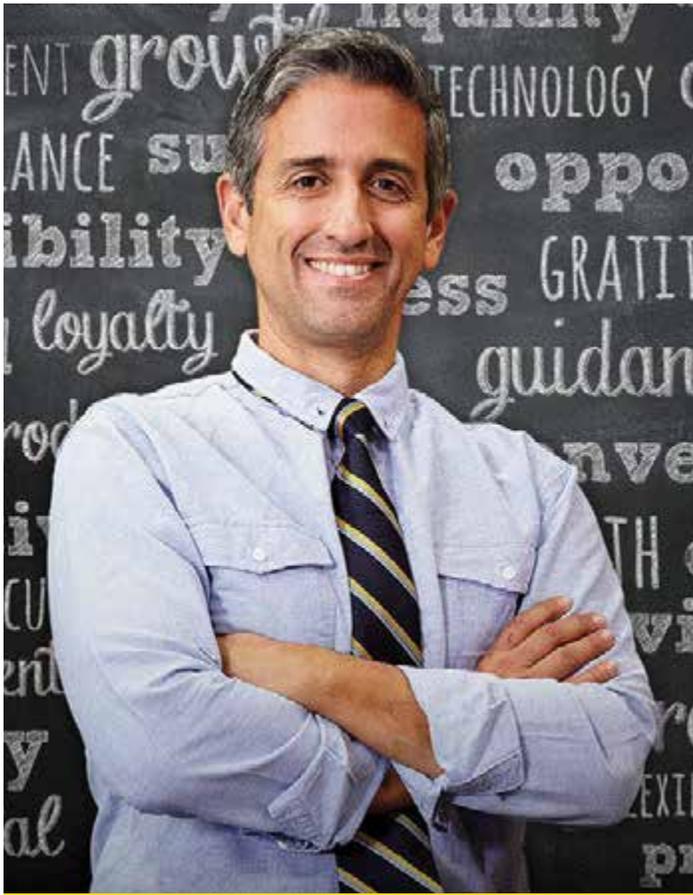
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Ellen Kirton
Director, SBDC

When Is Free Valuable?

When we asked the community what resources there are for small businesses, we were amazed that so few knew that a “No Fee” one-on-one counseling service was available to business owners. Then, we found out that there was a school of thought, “If it’s free, how good can it be?” We can understand the reticence to trust things that come free, thinking that there must be a “catch” or some hidden cost to follow. That’s not always the case. There are a wealth of resources available to small business such as the Small Business Development Center (SBDC) and the Women’s Business Center (WBC).

At the SBDC and WBC, all one-on-one counseling is indeed no-cost. Better yet, these centers have seasoned professionals who provide a high quality level of counseling in a variety of ways. The primary focus is to help businesses increase their economic impact. This includes helping businesses add jobs, retain jobs, gain access to capital (not an easy thing these days) and helping pre-venture companies find their way to successful entrepreneurship.

In 2013 MAC, the hosts of the SBDC and WBC, collectively assisted 30 companies to \$6 million in capital, hired more than 200 employees, retained over 50 employees and helped 30 companies get started in business. Is this an awesome representative of what “free” can mean?

These programs are partially funded by SBA and have strong, verifiable results within the Southern Arizona community. Many of the business related trainings offered are also at no cost or have reduced costs due to scholarships provided by local collaborators such as Pima County One-Stop and the Pima County Public Library.

MAC has many examples where no cost one-on-one counseling moved a business forward. Other examples include helping to save a company from going out of business, thus saving jobs while improving cash flow. In another scenario, we were able to help a technology services entrepreneur successfully start up a new company that is now seeing rapid growth. Recently, we assisted a company that was formed by an individual who had always worked for a large firm and went out on their own. Through our procurement assistance, the business now has major contracts and is expanding quickly.

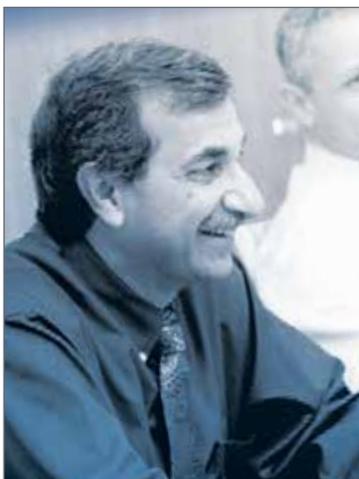
Whenever presenting to a new group of influences, we share the concept that “The Team Makes the Difference.” Having a team of experienced professionals is what makes the difference. We are all business owners ourselves. With the experience from running our own businesses, a combined 55 years of banking experience and 20 plus years in manufacturing and consulting, we bring expertise in many areas such as finance, marketing, process and project management and much more. Additionally, as part of an extensive network, we have access to experts in business start-ups, procurement, exporting and technology. This means a business owner can expect meaningful assistance.

So now do you believe “free” can be valuable? This is all made possible because of an SBA grant and the Microbusiness Advancement Center who is our host organization that raises valuable matching funds from the community.

Learn more about MAC services at mac-sa.org. To inquire with questions contact Ellen Kirton, SBDC Director or Susann Miller, WBC Director at (520)-620-1241 or info@mac-sa.org.



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United Way of Tucson and Southern Arizona



TONY PENN
PRESIDENT AND CHIEF EXECUTIVE OFFICER

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

United Way of Tucson and Southern Arizona (UWTSA) is building a better community by uniting people, ideas and resources.

We strive to create opportunities for a better life for all from cradle to career. We all win when a child succeeds in school, when families are financially stable, and when people are healthy.

For every dollar invested in UWTSA's Community Impact Fund, we secure \$5.01 in local, state and federal grants and volunteer support, totaling more than \$14.6 million (2013).

What are some of the challenges that your organization faces?

Educating donors and potential donors on the work we plan to accomplish using Shared Values and the Collective Impact approach. State and federal budget cuts have severely impacted local social service agencies.



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

UWTSA would like to work with Tucson's growing business community on our shared values initiative. The business sector benefits from an educated workforce that is healthy and prepared for work and life. Businesses and employers have the potential to bring the support our organization needs.

Our President & CEO serves on the boards of the Tucson Metro Chamber and TREO and members of our organization serve on other boards, panels and coalitions.

YMCA of Southern Arizona



DANE WOLL
PRESIDENT/CEO



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

For 100 years, YMCA of Southern Arizona has been dedicated to improving the quality of human life and to helping all people realize their fullest potential through the development of spirit, mind and body.

We are a cause-driven organization that strives to: empower youth through physical activity and educational programs; provide individuals and families with tools and programs to build a strong spirit, mind and body; and, look within our community to serve.

What are some of the challenges that your organization faces?

One of the most common misperceptions of the Y is that we are just a place to work out with a gym and swimming pool. While we offer those services, we are so much more... we're a cause.

The Y is a charity, dedicated to youth development, healthy living and social responsibility.

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

We would like to involve the private sector in our core work of youth development, healthy living and social responsibility. There are many ways to support our community through the Y including volunteering with our programs, in policy setting, or donating to our cause.



We also want to partner with more businesses to offer worksite wellness and programs to their staff. We know that encouraging a healthy staff culture has many benefits. Healthy staff are happier, less likely to get sick, and less likely to be absent from work.

The Y can help staff get healthy and stay healthy. We'd love to set up a FREE week for you and your staff to try the Y and explore our corporate membership programs.

New Members

August

Arizona Army National Guard

P (520) 750-5832
www.azguard.gov
ORGANIZATIONS AND/OR ASSOCIATIONS

Arizona State Credit Union

P (520) 784-5000
www.azstcu.org
CREDIT UNIONS

Arizona Technical Services Heating and Cooling

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CONTRACTORS - AIR CONDITIONING AND/OR HEATING

Arizona Vein & Vascular Center

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Countertop Designs

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COUNTER TOPS

Faith Christian Fellowship of Tucson

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www.fcftucson.org
CHURCHES

G2Mobile

P (520) 345-8540
www.g2mobile.us
MARKETING PROGRAMS & SERVICES

Jason's Deli

P (520) 407-1100
www.jasonsdeli.com/restaurants/az/tucson/ward-3-deli
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CATERERS

Jason's Deli

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Broadway/Wilmot
CATERERS

L'Visage Luxury Cosmetics

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Park University

P (520) 748-8266
www.park.edu
SCHOOLS - ACADEMIC - COLLEGES & UNIVERSITIES

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www.pimaderm.com
DERMATOLOGY

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VIDEO AND/OR FILM PRODUCTION SERVICES

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www.meltingpot.com/tucson/welcome
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www.tucsonbotanical.org
TOURIST ATTRACTIONS & INFORMATION

Tucson Unified School District

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www.tusd1.org
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Houghton/Broadway
www.wellsfargo.com
BANKS

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P (520) 441-2441
www.zeroreztucson.com
CARPET AND/OR RUG CLEANERS

July

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www.amphi.com
SCHOOLS AND/OR EDUCATIONAL SERVICES

Boys & Girls Clubs of Tucson

P (520) 573-3533 ext. 1104
www.bgctucson.org
ORGANIZATIONS AND/OR ASSOCIATIONS

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www.encantadaatdovemountain.com
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www.help Tucson.org
 SOCIAL SERVICE ORGANIZATIONS

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www.rsmattress.com
 MATTRESS - RETAIL

Refugee Focus

P (520) 721-4444
www.refugeefocus.org
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www.shipseyinsurance.com
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Skinjectables Anti-Aging Bar

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www.skinjectablestucson.com
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Cortaro/I-10
 Craycroft/29th
 First/Limberlost
 Grant/Swan
 Magee/Northern
 Air Guard way/Valencia
 Speedway/Euclid
 Tanque Verde/Sabino Canyon
 Valencia/Country Club
 Wilmot/Speedway

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www.ywcatucson.org
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P (520) 377-0556
www.zucarmex.com
 MANUFACTURERS

June

Alfonso Gourmet Olive Oil & Balsamics

P (520) 441-9081
www.alfonsooliveoil.com
 Campbell/River
 RETAILERS

Alfonso Gourmet Olive Oil & Balsamics

P (520) 638-5000
www.alfonsooliveoil.com
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 RETAILERS

Arizona Association of Community Managers

P (520) 334-2004
www.aacm.com
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www.azluxurylawnstucson.com
 LANDSCAPE SERVICES AND/OR EQUIPMENT AND/OR SUPPLIES

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www.avalonhci.com
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www.capitalconnect.com
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www.titanalarm.net
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Member Anniversaries

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Harlow Gardens

51 YEARS

Tucson Airport Authority

48 YEARS

Evergreen Mortuary
Cemetery & Crematory

46 YEARS

Pima Community College

44 YEARS

Vantage West Credit Union

43 YEARS

Sasiadek's Information
Technologies

42 YEARS

Ralph Hays Roofing Co.

37 YEARS

Royal Automotive Group

33 YEARS

Arizona Theatre Co.

32 YEARS

Hilton Tucson El Conquistador
Golf & Tennis Resort

29 YEARS

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

24 YEARS

W W Williams

22 YEARS

Salt River Project

21 YEARS

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

19 YEARS

Wright Flight, Inc.

18 YEARS

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

17 YEARS

CopperPoint Mutual
Insurance Company
Raim & Associates, LLC

16 YEARS

Reed's Compounding
Pharmacy

14 YEARS

Tucson Gem and Mineral
Society

13 YEARS

APAC Customer Services, Inc.
Iron Mountain

12 YEARS

Abbott Taylor Jewelers
Dorn Homes
Star Glass Company

11 YEARS

Varitech Commercial Services,
Inc.

10 YEARS

Apartment Finder

8 YEARS

Agero
The Home Depot

7 YEARS

4 Wheel Parts

6 YEARS

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

4 YEARS

Adams Automotive
Crest Insurance Group, LLC
Providence Service
Corporation

3 YEARS

390th Memorial Museum
Bon Voyage Travel
Foothills Properties
Greulich's
Ina/Thornydale
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PhotoFunBooth
UApresents
WSM Architects, Inc.

2 YEARS

ACH Retirement Plan
Consultants, Inc.
Antech Corporation
Capistrano Apartments

Chase Bank
22nd/Alvernon
22nd/Harrison
22nd/Wilmot
Ajo/16th Ave.
Broadway/Camino Seco
Broadway/Country Club
Broadway/Houghton
Broadway/Wilmot
Campbell/River
Campbell/Water
Congress/Stone
Golf Links/Harrison
Golf Links/Kolb
Grant/1st Ave.
Grant/Alvernon
Grant/Silverbell
Houghton/Rita Ranch
Ina/Thornydale
Irvington/Campbell
Jenna Nicole/Cortaro
Oracle/Golder Ranch
Oracle/Magee
Oracle/Rancho Vistoso
Oracle/Roger
Oracle/Rudasill
Park/1st St.
River/La Cholla
Silverbell/Cortaro
Sixth/29th
Speedway/Pantano
Speedway/Swan
Sunrise/Kolb
Sunrise/Swan
Tanque Verde/Sabino Canyon
Thornydale/Ina
Thornydale/Tangerine
Valencia/Cardinal
Dark Horse Media
Effortless HR, Inc.
Horizon Financial Group, LLC
Imagine Greater Tucson
Midvale Park RV, Boat and Self
Storage
National Kidney Foundation
of Arizona
Native New Yorker Restaurant
Primavera
Southern Arizona Logistics
Education Organization
Stewart Title & Trust of Tucson
Broadway/Alvernon
Broadway/Kolb
Ina/La Cholla
Oracle/Ina
Oracle/Orange Grove
River/1st Ave.
TM International

1 YEAR

Ace Vending
Agape Hospice & Palliative
Care
Arizona Virtual Academy and
Insight Academy/K12
ClaxTrack Solutions
Gencor Mortgage
Gentiva Hospice
HBS Management Solutions
Jason Hanna Agency.
Kinerk, Schmidt & Sethi, PLLC
Long Realty - Bob Booth
Marrero Publishing
Pima Lung & Sleep, PC
Poly Print, Inc.

ProMex Group
Square & Compass Children's
Clinic
Sure Choice Insurance
Union Public House
Uphill Pictures, LLC
Vipeq USA

July

74 YEARS

Target Commercial Interiors

55 YEARS

Wells Fargo Bank

52 YEARS

Caid Industries
CenturyLink, Inc.
Kalil Bottling Co.
Quebedeaux Buick GMC
Raytheon Missile Systems
Shamrock Dairy
Suddath Relocation Systems
Tanque Verde Guest Ranch
The Ashton Company, Inc.
Tucson Electric Power Co.
White Stallion Ranch

51 YEARS

Arizona Daily Star
ASARCO, LLC
BBVA Compass

49 YEARS

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KVOA Communications, Inc.

48 YEARS

Grant Road Lumber Co., Inc.
Konica Minolta Business
Solutions USA, Inc.

45 YEARS

CB Richard Ellis, Inc.
Long Realty Company
RE Darling Co., Inc.
Sundt Construction, Inc.

42 YEARS

Brown Mackie College Tucson

41 YEARS

DoubleTree by Hilton Tucson
- Reid Park

40 YEARS

Golden Eagle Distributors, Inc.
Tucson Association of
Realtors

39 YEARS

Arizona State Credit Union

38 YEARS

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37 YEARS

The Estes Co.

32 YEARS

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31 YEARS

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25 YEARS

Clear Channel Broadcasting
Kaneen Advertising & Public
Relations

24 YEARS

Unicom Grafix, Inc.

23 YEARS

Len's Auto Brokerage

21 YEARS

Mod Space

19 YEARS

Robert Half International

18 YEARS

Associates in Medical
Management, Inc.
Tofel Construction

17 YEARS

The Place at Tierra Rica
Reid Park Zoological Society

16 YEARS

Office of Pima County School
Superintendent
Perfection Plastic Surgery

15 YEARS

InTegriLogic Corporation
Jimmy's Broadway
Automotive Services

13 YEARS

CARF
Women's Empowerment
Partnership, Inc.

11 YEARS

A-O Painting, Inc.
JW Marriott Starr Pass Resort
& Spa
simpleview, Inc.

9 YEARS

Casino del Sol Resort &
Conference Center - AVA
Amphitheater
Tucson Parks & Recreation
Department

8 YEARS

East Lawn Palms Mortuary & Cemetery
Funeraria Del Angel South Lawn
US EXPO & Convention Services

7 YEARS

Arizona Technology Council

6 YEARS

AARP
Catholic Tuition Support Organization

5 YEARS

Associated Dental Care Providers, PC
CareMore
Kelly Services
LeeShanok Network Solutions
MEB Management Services
Tucson Appliance Company
Wal-Mart Neighborhood Market
Grant/Alvernon
Oracle/Magee
Ruthrauff/LaCholla
22nd/Craycroft
Valencia/Cardinal

4 YEARS

Linkages
Minkus Advertising Specialties
Perfect Teeth
Perfect Teeth ABC
Sign Magic
Tucson Tamale Company
Youth On Their Own

3 YEARS

Envision Eyecare Center, P.C.
Interfaith Community Services
Junior Achievement of Arizona, Inc., Southern District
Tucson Business Centre

2 YEARS

American Family Insurance
Theodora Korte Agency
Arizona State Credit Union
Bank of America
Downtown Tucson Partnership
Graybar
Group Management, Inc.
Micro Import Service
Molina's Midway
Premier Auto Center
Tech Parks Arizona
Teen Outreach Pregnancy Services
The Place at Creekside
Tucson Scottish Rite

1 YEAR

Auto Safety House
Climatec BTG
Donor Network of Arizona
Drive Electric, LLC
Frost, A Gelato Shoppe
Greg Baker & Associates
Holiday Inn & Suites
Jim Click Kia
LMMedia KUDF TV-14 Azteca America Tucson
MC Companies
Mission Management & Trust
Museum of Contemporary Art Tucson
O'Leary Construction, LLC
Realty Executives
Securaplane, a Meggitt Company
Securitas Security Services USA, Inc.
Smith & Dale
Sockwise, Inc.
The Place at Edgewood
The Place at Village at the Foothills
Tucson Jazz Society
Univision Communications

June

40 YEARS

Oracle Road Rent-All & Sales

34 YEARS

Tucson Federal Credit Union

29 YEARS

Cash Box Jewelry Co.
Donna Durns, Life Member

26 YEARS

Pantano Vista/Harrison Hills
Mobile Home Park

25 YEARS

Cottonwood Tucson

23 YEARS

Judith A. Weddle, Life Member

22 YEARS

Thomas Promotions, Inc.

21 YEARS

CBIZ Benefits & Insurance Services, Inc.
Intuit
Pima County Public Library
The Running Shop

20 YEARS

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

15 YEARS

Northwest Exterminating Company, Inc.
Outlet Electrical Supply, Inc.

14 YEARS

Arico Plumbing
CTI, Inc.

13 YEARS

Associated Dental Care Providers, PC
Mission/Irvington
Wilmot/Broadway
Med Tech - Tools for Mature Living
The Hotel Congress

12 YEARS

Aramark Corporation
Fairview Manor

11 YEARS

Swan Lake Estates

10 YEARS

Geico
ISS Facility Services
Office Depot, Inc.
San Miguel High School

9 YEARS

Chapman Automotive Group
HealthSouth Rehabilitation Institute of Tucson
Porsche of Tucson

8 YEARS

Tucson Recycling & Waste Services

7 YEARS

Institute for Better Education

6 YEARS

Schletter, Inc.

5 YEARS

ACS Air Conditioning Services
Hampton Inn & Suites Tucson East
Maintenance Mart
Marshall Home For Men
Wal-Mart Supercenter

4 YEARS

Amity Foundation
CORE Construction
Madden Media HyperLocal Online Solutions
Presidio Valuations, LLC

3 YEARS

Alliance Bank of Arizona
Camp Lowell/Swan
Craycroft/Broadway

Bancroft & Associates
C. H. Robinson Worldwide, Inc.
Edward Carter and Associates
Shaffer Dry Cleaning & Laundry

2 YEARS

Bank of America - Corporate
Campbell/Skyline
Bank of America
Ajo/Mission
Broadway/Camino Seco
Broadway/Randolph
Broadway/Wilmot
Campbell/Adelaide
Campbell/Skyline
Continental/La Canada
Cortaro/I-10
Grant/Craycroft
Houghton/Rita Ranch
Ina/La Cholla
Indian Route 19/Tohono Plaza
Irvington/Campbell
Nogales Hwy/Calle Arroyo Sur
Oracle/1st Ave
Oracle/Ina
Oracle/Limberlost
Stone/Pennington
Stone/Speedway
Swan/Sunrise
Tangerine/1st Ave
Tanque Verde/Catalina Hwy
Tanque Verde/Sabino Canyon
Thornydale/Linda Vista
Valencia/Midvale Park
Catalina State Park
Collectron International Management
Film Creations
Focus HR, Inc.
Hacienda Del Sol Guest Ranch Resort
Kartchner Caverns State Park
Mister Car Wash and Lube Centers
Plumbing Suppliers, Inc.
RBC Wealth Management
The Diaper Bank of Southern Arizona

1 YEAR

Aerotek
Albar Packaging, LLC
Anchor Wave Internet Solutions
CapTel Captioned Telephone
Coggno, Inc.
Durazzo, Eckel & Hawkins
El Cisne Restaurant
Expect More Arizona
Groceries 2 Your Door & More
Hibu
Southern Arizona McDonald's
Coop
McDonald's
22nd/Kolb
22nd/Randolph Pkwy
5th St/Chino
5th St/Chiricahua
6th Ave/29th St
Ajo Way/Old Ajo Way
AZ 90/Campus
Broadway/Camino Seco

Broadway/Park Place
Broadway/Wilmot
Campbell/Ft. Lowell
Canyon De Flores/Hwy 92
Continental/I-19
Cortaro/Arizona Pavilions
Cortaro/I-10
Crawford/Sonoita
Craycroft/Golf Links
Fry/Coronado
Golf Links/Harrison
Grant/1st Ave
Houghton/Broadway
Hwy 90/Avenida Escuela
Ina/Thornydale
Ironwood Hill/Silverbell
Irvington/I-19
Linda Vista/Thornydale
Magee/Oracle
Mariposa/Congress
Oracle/1st Ave
Oracle/Lamb
Oracle/Wetmore
Palo Verde/Corporate
Park/Benson
Rex Allen/Bowie
River/La Cholla
Sahuarita Rd/Rancho
Sahuarita Blvd
Speedway/Alvernon
Speedway/Craycroft
Speedway/Kolb
Speedway/Swan
Swan/Camp Lowell
Swan/Sunrise
Tangerine/Oracle
Tangerine/Thornydale
Tanque Verde/Catalina
Tanque Verde/Grant
Valencia/12th Ave
Valencia/Cardinal
Valencia/Country Club
Valencia/Midvale Park
Valencia/Nexus
White Park/Grand
Pulte Group
Real Estate Direct, Inc.
Restor-To-Nu
Tucson Medical Center
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BERNAL CHIROPRACTIC

3225 S. 12th Ave. • 520.624.6552

Rio Rico Health & Wellness, home of Bernal Chiropractic, celebrated its grand re-opening and introduced their sister business, Metta Massage. The Bernal Chiropractic team has over 50 years of combined experience helping neck, back and car accident injury pain patients using a multi-disciplinary approach that includes medicine, chiropractic, acupuncture and massage as well as other adjunct therapies.



CARRINGTON COLLEGE

201 N. Bonita Avenue #101 • 520.888.5885

Carrington College celebrated its Open House at the new Tucson campus location. In addition to the ribbon cutting by Councilwoman Regina Romero and Campus Executive Director Dr. Tina Diggs, guests were invited to tour the new campus and learn more about the health care programs offered at Carrington.

COPPER POINT SCHOOLS

732 W. Roger Rd. • 520.624.7169

Copper Point Schools is a new expeditionary learning school serving grades six through nine in its inaugural year. Copper Point fosters the qualities of character, community and leadership in students while they investigate real-world scenarios and complete service in their community.



EXCEL MECHANICAL INC.

3565 E. Golf Links Rd. • 520.791.7049

Excel Mechanical Inc. (EMI) has expanded its office and shop at their new location. Come by and see the new showroom and learn about all of the services EMI has to offer including heating, air conditioning, plumbing and more for residential and commercial properties.

MCDONALD'S

1711 E. Speedway Blvd. • 520.325.6361

Mayor Jonathan Rothschild, Michael Varney (Tucson Metro Chamber), Tannya Gaxiola and UA Officials, Ronald McDonald and Karen and Michael Osborne (Owner/Operators) dedicate a brand new McDonald's totally rebuilt from the ground up at Speedway/Campbell near the University of Arizona.





ORANGE BLOSSOM APARTMENTS

737 N. Alvernon Way • 520.325.6299

Grindstone Property Management and Orange Blossom Apartments are dedicated to helping Tucson residents find both affordable and comfortable housing, while also participating in activities benefiting the community. Orange Blossom Apartments has planted an orange tree as a continued effort in their mission of going green and in celebration of the new management team.

SAN MIGUEL HIGH SCHOOL

6601 S. San Fernando Rd. • 520.294.6403

Friday, August 1st, San Miguel High School kicked off its 10th anniversary with an all school and community celebration. Students and attendees were surprised with a variety of food trucks, furthering the excitement for the upcoming years' celebrations and culmination event in the spring of 2015.



SOLANA OUTDOOR LIVING

12090 N. Thornydale Rd. #104 • 520.789.7147

Solana Outdoor Living specializes in restoration and new construction, creating an inviting and beautiful outdoor environment. Solana Outdoor Living takes pride in creating high-quality workmanship so that you will enjoy your outdoor living space for many years to come.

THE CELLULAR CONNECTION

4758 E. Sunrise Dr. • 520.299.1453

Grand opening for The Cellular Connection, local Verizon premium wireless retailer.



THE CENTERS FOR HABILITATION

2700 E. Bilby Rd. #500 • 520.748.1224

The Centers for Habilitation (TCH) is delighted to announce the grand opening, June 27th, of the new location of their Tucson office and day training center on Bilby Road. TCH employs individuals with disabilities on nearby Davis-Monthan AFB and provides other opportunities for persons with special needs.



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TCI Wealth Advisors
Technicians for Sustainability
TM International
White Stallion Ranch

CopperPoint Small Business Leader of the Year

Mike Hammond, Cushman & Wakefield/PICOR
Jeffrey Hamstra, Hamstra Heating & Cooling
Ben Kom, Safeguard Tucson
David Lovitt, DM Lovitt Insurance Agency

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Excel Mechanical
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HBS Management Solutions
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Securaplane Technologies
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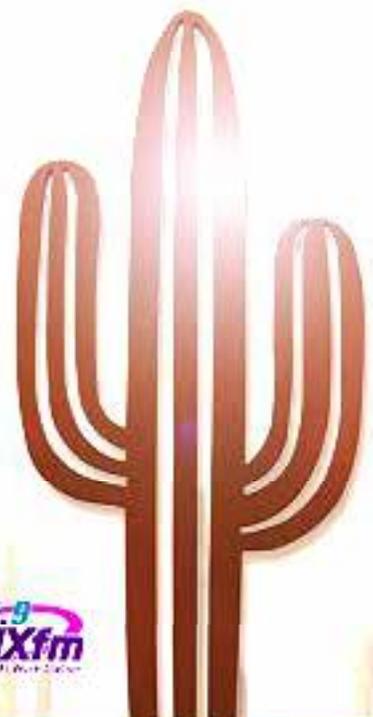
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Our new signature championship golf course, Sewailo Golf Club, is a true ace. Designed by PGA Tour pro and Native American Notah Begay III, this 18-hole, par-72 course offers a one-of-a-kind golf experience. Sewailo—which means, “flower world” in the Pascua Yaqui language—is just that with more than 30,000 native flowers and 14 acres of exquisite water features throughout its design. Come play and stay. It's time you hit the sweet spot.



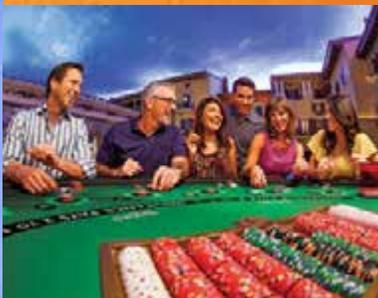
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