

The **CHAMBER** **EDGE**

Spring 2014



TucsonChamber.org

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Local Economy

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Responsive Mobile Websites

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Chairman's Message

Kurt Wadlington
Chairman of the Board

Regional Collaboration - a Must for Economic Success

As my year as chair of the Tucson Metro Chamber draws to a close, I look back on 2013-2014 as a year of painfully slow economic recovery for our region. The sluggish recovery has tested the fortitude and resourcefulness of businesses large and small. It has also been a year of targeted focus for the Chamber as we refined our top priorities and committee structure in response to member and community feedback.

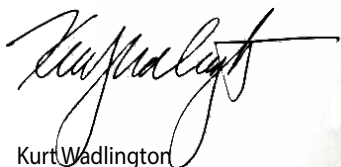
Public policy continues to be one of the Chamber's primary areas of focus as we represent business interests in local, state and national issues affecting the economic prosperity of the Tucson metro area. From supporting pro-business elections to lobbying efforts for Rosemont Copper and Davis-Monthan AFB and a local F-35 mission at the 162nd Air National Guard station at TIA, the past year has been very active. The loss of Grand Canyon University plus Pima Community College's accreditation probation are serious setbacks for our community. The Chamber will continue to focus on transitioning regional challenges into positive outcomes.

Economic development must be a primary consideration in our region's political actions and conduct of business. The Chamber is actively working to develop and implement economic growth initiatives that take advantage of Tucson's economic assets such as the University of Arizona, cross-border trade and the Southern Arizona defense industry. Our E>P project is assessing seven key indicators to identify areas where we must improve competitiveness, creating a roadmap to shape public and private policy related to economic expansion.

Workforce readiness and education are critical to local companies and a key area of importance of companies looking to locate in Southern Arizona. Through a diverse committee of stakeholders, the Chamber is focused on improving alignment of educational output and private sector employment needs. In seven business sectors, a team of industry and education leaders will collaborate on workforce improvement strategies that will deliver the necessary training to support economic growth. Recognizing that high school graduation is a critical aspect of educational progress, the Chamber is creating a blueprint to deliver programs, hope and inspiration to middle and high school students that will lead to increased graduation rates. Another Chamber volunteer committee is funding ten higher education scholarships that will keep these graduates in Tucson.

Small business is the largest investor group of Chamber membership. The needs of these members are being addressed through the Chamber's Small Business Advisory Council and programs such as Peerspectives CEO support groups, military procurement workshops, Chamber XChange networking events and online knowledge transfer tools. These interactive programs are specifically geared to provide small businesses important opportunities and services that would otherwise not be available within their limited staff and resources. The Chamber recognizes that when local small businesses prosper, our region prospers.

I am honored to have had the privilege to serve as the 2013-2014 Tucson Metro Chamber Board Chair. Many thanks to Immediate Past Chair Bruce Dusenberry for the trust he placed in me to serve the Chamber Board, staff and membership. As I pass the gavel to Tony Penn, your 2014-2015 chairman, it is with great pride in the strength of our organization and optimism for another productive year of business advocacy.



Kurt Wadlington
Chairman of the Board

Executive Committee

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The Chamber Edge

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President's Message

Michael V. Varney
President & CEO

On the Subject of **Cause** and **Effect**

Many things in business and in life in general have cause and effect relationships. If a company ignores sales and marketing, the company will suffer. If one eats too much, weight gain is sure to follow. The examples are endless.

When it comes to building a better community and effective public policy, be sure to keep an eye on cause and effect. Yes, we need to have systems to deal with the effects of poverty, under-educated young people and those needing medical attention. Every community must have the appropriate safety nets in place. What is interesting, however, are the priorities communities set for the deployment of their resources. Are resources deployed to treat the cause of a problem or the effect of the problem?

One example of cause and effect we can all identify with is the campaign against smoking. It is widely accepted that smoking leads to lung cancer, high blood pressure, emphysema and a host of other nasty medical outcomes -- the effects of smoking. As a country, did we build more facilities to treat these diseases or did we instead focus on the cause, which is inhaling tobacco smoke? By placing the emphasis on the cause, more and more people have stopped smoking. Smoking related diseases have declined. Smoking used to be fashionable. Now it is anything but.

The principles of the campaign to reduce the number of smokers can and should be applied to building a better community. We can build more shelters for the homeless or we can treat the cause of homelessness, which is almost always rooted in joblessness and poor education. We can build more pet shelters or we can promote spay and neuter programs. We can continue cutting government services and trimming the size of local government or we can rev up our local economy and create more taxpayers. By creating more taxpayers, local governments reap more tax dollars -- without having to raise tax rates.

The Tucson Metro Chamber will be an ally to any government entity that makes job creation a top priority. We simply must embrace all opportunities to grow our economy and put our citizens back to work. By curing joblessness and by boosting more people from low-wage jobs to high-wage jobs we cause more wealth to circulate in our economy. More wealth circulation causes more sales and property taxes to flow. More taxes (without tax increases) causes more parks to be built, roads to be fixed and more schools to receive the funding they so desperately need.

Cause and effect. Think about it the next time you find yourself considering how our community deploys its resources.

Michael V. Varney
President & CEO



1984 - 2014

HERE'S TO THE NEXT 30!



Our attorneys and partners, with national firm chair Kimberly Leach Johnson.
From left, front row: James Morrow, Marian LaLonde, Susan Boswell, Jeremy Lite; middle row: Elizabeth Fella, Nikia Gray, Kimberly Leach Johnson, Dale Regelman, Luis Ochoa; back row: Lori Winkelman, Yakov Sidorin, Gavin Milczarek-Desai, Michael Curley, Troy Hoch, Craig Kaufman, Scott Simonson, Jaimie Anderson, Deanna Conn.

Thank you, Tucson. For 30 years of handling your high-level legal needs. For three decades of rewarding local board service and business development. For the opportunity to provide pro bono representation and volunteer service through the Southern Arizona Legal Aid Volunteer Lawyers Program. For allowing us to proudly call you home since 1984.

For information on our wide array of legal services, contact either of our Tucson office co-managing partners, Craig Kaufman (520-770-8707 / craig.kaufman@quarles.com) or Gavin Milczarek-Desai (520-770-8716 / gavin.milczarek-desai@quarles.com).

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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.

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



Government Affairs Message

Robert Medler
Vice President of
Government Affairs

Economic Development Requires a New Game Plan

Early last month it was reported that Tesla, the high end electric car company, was considering Arizona as a location for their so-called “Gigafactory” to develop and build batteries. The factory would use almost 1,000 acres, create an estimated 6,500 jobs and be an investment of \$4-5 billion. Included in the plant would be on-site solar and wind farms for the electricity needed. New Mexico, Nevada and Texas were also named as possible locations. The report further stated that such a large investment will likely bring offers of hundreds of millions of dollars in infrastructure and job training and close to \$500 million in tax incentives.

Besides the Intel facility in Chandler, can you name a significant economic development win for Arizona in the last five years? Apple in Mesa — okay, there’s one. Name another. By the way, the Intel facility is now on an indefinite hold.

An investment in our economy at the level Tesla is proposing would not simply be a shot in the arm, but rather the entire body. Just the construction phase alone would be a shot in the arm. When you add the suppliers, transportation improvements, the increased business to numerous secondary industries and the jobs created, Tesla would be a full rejuvenation of our local economy.

What will Arizona do? What can Tucson, Pima County and the surrounding municipalities do? Will residents of Arizona, regardless of where the plant is located, support massive incentives?

In today’s global economy, “sunshine” isn’t going to get people to set up shop here anymore. A strong tax climate won’t be enough either. We must have an educated workforce, a stellar business climate and, above all, have an offer that makes business sense. How can we claim to be a high-tech state when our high school drop-out rate sits around 30% and those who do graduate need remedial instruction when they attend college?

Arizona collectively has to rethink its position on economic development and incentives. The strong fiscal conservatism in our state may be backfiring on us. The “gift clause” has caused issues in many economic development deals. More seriously, underfunded and underperforming schools, distracting social agendas and divisive politics cast Arizona in a poor light. Perhaps most importantly, the lack of a concentrated and coordinated effort by all elected leaders has to change. Other states get everyone from their U.S. Senators to the local council member, regardless of party, on board with a consistent message — and the actions to follow.

Those communities want the company, its employees, its investment and they act like it. Forget the confidentiality, they get everyone involved. They have a game plan and see it through. They welcome the company with open arms.

Those communities *win*.

Robert Medler
Vice President of Government Affairs



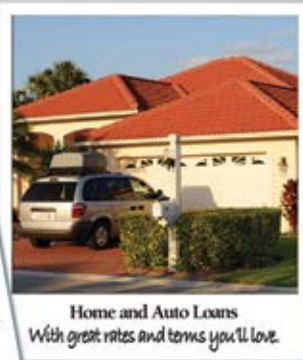
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Strengthening Our Community One House at a Time



TEP has partnered with Habitat for Humanity since the mid-1990s, helping to build dozens of Tucson-area homes. Each year, we donate hundreds of volunteer hours and thousands of dollars of shareholder money – plus equipment and technical support – to various



TEP employee Ron Runion participates in a Habitat for Humanity build in 2005.

Habitat for Humanity projects. We take pride in strengthening our community by raising the walls of energy-efficient homes for qualifying local families. Habitat for Humanity is just one of more than 300 nonprofits in the Tucson area that we



"TEP has been a great partner for nearly two decades," said Michael McDonald, executive director of Habitat for Humanity Tucson from 2004-13.



TEP employee David Wagner is a long-time Habitat for Humanity volunteer. TEP has worked with Habitat for Humanity since the mid-1990s.

support each year through our Community Action Team, which last year celebrated its 20th anniversary as an organization dedicated to employee volunteer service in the greater Tucson community.



TEP volunteers help build the first all electric energy efficient Habitat for Humanity house in 1996.

This ad paid for by shareholders of TEP's Tucson-based parent company, UNS Energy Corporation.

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Mayor Arturo R. Garino
City of Nogales

In Nogales, AZ - "You're among friends"

On your next trip to the City of Nogales, step out of your car at the recently expanded Mariposa Port of Entry, close your eyes, and listen to the tune of \$26 billion dollars in annual economic activity entering Arizona from our Mexican friends.

Nogales, Arizona and Nogales, Sonora, Mexico form a single functional and complex urban fabric in which members of the same family can live on both sides of the border. This creates a sense of fluidity that makes these communities unique in all aspects of life including culture, heritage, language, character, identity, environment and economy.

The City of Nogales is dedicated to providing efficient quality service by working in partnership with individuals, neighborhoods and businesses to enhance the quality of life and to create a healthy, vibrant community.

Not only is Nogales a business friendly community, but it is also the hub of Arizona's international trade. We are also taking the lead to make Arizona the focal point of cross-border commerce for the entire Western United States. In order to realize this objective and gain a competitive edge against other border states, we need to focus on four main objectives: policy, ports, promotion and political alignment.

Policy

We need statewide policies that help businesses and investors recognize the competitive advantages of doing business in Nogales and Arizona's border region. As Mayor, I have helped to create an infill incentive district to do exactly that. We urge the state legislature to follow our lead in putting forth business friendly incentives and policies that can help Arizona grow its international commerce with Mexico.

Ports

The \$220 million investment in the Mariposa Port of Entry will create a boom of economic activity, but it's only as good as the state and local infrastructure next to it, such as SR-189. We also need adequate staffing levels for customs officers at these ports. Steps need to be taken now so that this new port of entry will realize its full economic potential.

Promotion

Since I took office, my administration has been promoting the positive image of Nogales and the entire border region. We are just now seeing the dividends of these concerted efforts. Two months ago I took the lead in creating the city's first Economic Development and Tourism Advisory Board. This board will set the vision for the future of our city's tourism and economic growth.

Political Alignment

Positive policy, ports and promotion of the border region can only go so far. Statewide elected officials need to embrace the safe reality of the border region. If they don't we'll never be able to increase the state's market share of cross border trade. This political alignment needs to take place locally, regionally and on the state level so we can all communicate in unison for the benefit of Arizona.

I invite you to visit Nogales to see for yourself the business opportunities that await and all that Ambos Nogales has to offer. Visit the City of Nogales website at www.nogalesaz.gov or feel free to contact me directly, because in Nogales, "You're Among Friends."

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Ryan Mason
Content Strategist

The Time Has Come For Responsive Mobile Websites

“The exploding growth of smartphone and tablet usage has made responsive mobile websites a necessity for any business.”

When surfing the web on a phone was a rarity, websites only had to come one way- the way they are seen and interacted with on a desktop computer. However, the exploding growth of smartphone and tablet usage has made responsive mobile websites a necessity for any business. A responsive mobile site is, quite simply, a site that is designed so that important features like images, navigation and text are automatically re-scaled and adjusted when accessed on a mobile device like a smartphone or tablet, while still working perfectly on a desktop computer. If a responsive site sounds like a luxury item, you're mistaken- not having a site that is responsive to smartphone and tablet users puts you at a competitive disadvantage and could result in your business losing potential customers.

Why Can't Potential Customers Just Use the Desktop Site?

A common question with regard to the need for a responsive site is, “why can't shoppers just use the desktop site on their phone?” All you have to do is try to navigate a desktop site on your phone for an easy answer to this question- the buttons are smaller, the load time is longer, and the screen size is compressed, making it harder to read. None of these things are conducive to a positive customer interaction, which will increase the number of users that will leave your site unsatisfied, which is referred to as your bounce rate. Another important function a company website is expected to serve is generating leads, the quantity of which is measured by your conversion rate. Keeping the bounce rate as low as possible and maintaining a healthy conversion rate are the two primary goals of a company website. Responsive sites simply serve this function better than traditional sites do.

The Link between Smartphones and Companies

The fact that smart phones are becoming indispensable to the American public is not necessarily breaking news. Everybody's got one- 80% of us, in fact. And easy smartphone surfing is going to become more and more important- smartphone users are expected to outnumber desktop users by this year. What does this mean to your business? Simple- more mobile device users means that there are more potential customers whose first glimpse of your company is through the site they see on their phones.

The Advantages of a Responsive Site

All of the problems with desktop sites- namely, small text size, difficulty of use, and longer load time- are reversed when your site is responsive. Responsive sites are just easier to use, no matter what device you are on. Your bounce rate will be reduced, meaning customers will stick around longer, giving your business a chance at a new or repeat customer. You also won't have to maintain a separate mobile site: one site fits all, and will work for desktop and mobile users alike. This saves you money in the long term and ensuring consistency in the information your company provides on the web. Another added plus is that Google and Bing prefer responsive sites to separate mobile sites. But best of all- you will ensure customer satisfaction, and isn't that what it's all about?



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BUSINESS EXPANSION

What Are the Keys to Expanding Our Local Economy?

The announcement that a far away company has selected Tucson for its new facility is always welcome news and will undoubtedly make the headlines. But experts are more inclined to point to the expansion of local companies as the driver of the majority of job growth and economic vitality.

There is no higher priority at the Tucson Metro Chamber than promoting the growth of our local economy. Given that retaining and growing local companies is the fastest way to do so, the Chamber mobilized a task force of local volunteers to examine “what’s working and what’s not working” for local employers. The Business Expansion And Retention (BEAR) Task Force gathered data from Pima County employers with 100 or more full time employees in a period of just over one year.

The following summary provides an overview of the BEAR Task Force survey. Missing from this summary are the scores, comments provided by survey respondents and Chamber Analysis. A complete whitepaper of the survey including respondent comments may be found on the Tucson Metro Chamber web site at www.tucsonchamber.org/bearsurvey.

BUSINESS EXPANSION AND RETENTION (BEAR) PROJECT

According to the Morrison/Dodd Group LLC, a leading economic development consulting firm, **70-90% of new jobs come from the expansion of existing companies within a community.** In order to help facilitate the creation of new jobs and to promote business growth and expansion in Southern Arizona, the Tucson Metro Chamber conducted a survey of local companies to identify the advantages and disadvantages of doing business in our region. Knowing these preferences and challenges will help private and public sector entities shape policy, prioritize investments and expenditures and mobilize the resources necessary to enhance economic vitality and job growth.

It should be noted that this survey was intended primarily to identify respondent perceptions and gauge their level of importance. Based on respondent sentiments, leaders at the Tucson Metro Chamber have made specific recommendations about setting priorities for the growth and expansion of the local economy and will work in partnership with all of the appropriate public and private entities necessary to achieve successful outcomes.

METHODOLOGY

The survey instrument was created by the executive staff of the Tucson Metro Chamber after examining similar surveys created by universities, economic development and business organizations in other cities in the United States.

The Chamber recruited a team of volunteers from its membership to serve as advisors regarding survey methodology and to conduct survey interviews. The volunteer group is known as the Business Expansion and Retention (BEAR) Task Force. The BEAR Task Force was chaired by Andrea Abney, assistant vice president of Randstad USA, a local employment agency.

In order to survey companies with the greatest potential for impacting employment growth, the BEAR Task Force identified the 570 companies that employ 100 or more full-time employees in Pima County.¹ (When surveyed, several of those companies noted that their employees totaled less than 100 since the publication of the resource.) Those companies then comprised the universe of companies that would be targeted for survey administration.

Volunteers scheduled appointments with senior executives at companies in the target group and met with them to complete the survey interviews. Company executives from a cross-section of industry categories were selected and contacted randomly based largely on their availability to complete the survey. Survey respondents were guaranteed anonymity and were offered confidentiality agreements to facilitate candid responses upon request.

Surveys were administered over a period covering July 2012 - November 2013. Individual surveys were then entered into a database of aggregate responses by the task force chair.

The BEAR Task Force completed 129 surveys within the target group of 570 companies, resulting in a confidence level of 95% and a confidence interval of 7.6%.

Respondents were provided with an opportunity to “rate” their perceptions and opinions about the questions posed in the survey using a provided numerical rating scale. Respondents also had the opportunity to provide personal comments, which many chose to do.

¹ According to Infogroup's ReferenceUS

AND RETENTION

Survey Questions

1. "Overall, the business climate in the Tucson Metro Area and Pima County is a good one."
2. "Overall, I believe that government bodies in the Tucson Metro Area and Pima County understand business."
3. "Overall, I believe that government bodies in the Tucson Metro Area and Pima County understand the challenges business owners face."
4. "Overall, I believe that government bodies in the Tucson Metro Area and Pima County help to promote the growth of business."
5. "Every company has challenges it must deal with in operating and growing. Please circle the number that best represents the degree of challenge faced by your company in each category."
6. "Please circle the number that best represents your rating of public services/infrastructure related to your business operation."
7. "Please take a moment to describe two things you like most about doing business in Southern Arizona."
8. "Please take a moment to describe two things you would most like to see change about doing business in Southern Arizona."
9. "Please check the box that most accurately describes your feelings about continuing to do business in Southern Arizona."

CHAMBER SUMMARY

Respondents to the BEAR Project survey were clear in stating that having a great community with a great climate are at the top of their lists of reasons to do business in Southern Arizona. Community and climate are regarded as great assets.

At the same time, respondents spoke clearly and decisively about their dissatisfaction with local government. Delivery of government services, structure of governance in the City of Tucson and attitudes toward business were strongly criticized by respondents. Government officials who are sincere about making improvements in these areas should act quickly and decisively to identify specific areas of concern and take corrective measures.

Government officials are quick to point out that they believe negative impressions about their brand are the result of previous administrations or what may have happened before they implemented recent programs and policies. Responses to this survey clearly indicate that concerns about the public-private interface remain today.

Government is given extremely sharp criticism for the condition of local streets and roads and for sub-par education. Repairing and maintaining streets and roads MUST become a top-tier priority. Poor roads are unsafe and an everyday nuisance to all citizens. Poor roads are also a very obvious sign of a community that cannot or does not handle this most basic expectation of government performance effectively.

We must also improve our local education in order to ensure local employers have a qualified workforce. Nationally, 22% of high school students do not graduate, which is a disgraceful statistic. Locally, 30% of high school students do not graduate. That number is 40% in the Hispanic community and 44% in the Native American community. Improving P-20 education is an imperative if Southern Arizona is going to maintain its workforce and (by extension) its local economy. Clearly, change is necessary. The Tucson Metro Chamber welcomes new Tucson Unified School District Superintendent H.T. Sanchez and pledges to support policy and operational change that will lead to important improvements. The Chamber will also continue to work on its own programs to improve workforce readiness and its interface with local education. Without better roads and P-20 education, it will be infinitely more difficult for our local economy to compete with cities and regions that perform better in both areas.

The Tucson Metro Area is close to the bottom of the top 500 MSAs in terms of poverty. Approximately one quarter of our population lives below the poverty line. Nothing transforms poverty into paychecks better or faster than a job. Indeed, as the Tucson Metro Chamber has said on repeated occasions, “The best weapon in the war on poverty is a job.” We must do everything possible to nurture businesses because businesses are where jobs are created.

The Chamber has another phrase that speaks to our local government. “If you want more tax revenue, create more taxpayers.” More tax revenue is the key to better roads and schools. This is not a difficult equation.

The economy in the Tucson Metropolitan Statistical Area (MSA) lags in a comparison with 11 peer MSAs. The table below compares the Tucson MSA with the five MSAs immediately bigger than Tucson and the five MSAs immediately smaller than Tucson. Tucson's Gross Metro Product (the sum of all goods and services produced in an MSA) rates #10 out of this 11-cohort comparison, about 34% less than the average for this group.

So the bottom line is this:

- We live in a beautiful area with a great climate.
- We like our communities and our neighbors.
- We need a more robust economy to pull out of our slump before it turns into a death spiral.
- Government and healthcare costs and complexities are seen as the reasons for business difficulties. Locally, this is especially true in the areas of streets, roads and education.
- The Tucson Metro Chamber calls on the City of Tucson, Pima County and all local school boards to set priorities accordingly. The Tucson Metro Chamber and the business community will support reasonable initiatives to bring about the necessary changes.

GROSS METRO PRODUCT

| MSA RANK (1) | CITY | GMP (2) | GMP RANK |
|----------------|---|-------------------------|-----------|
| 48 | Birmingham, AL ----- | \$58,992,000,000 | 3 |
| 49 | Buffalo-Cheektowaga-Niagara Falls, NY ----- | \$47,057,000,000 | 7 |
| 50 | Salt Lake City, UT ----- | \$72,072,000,000 | 2 |
| 51 | Rochester, NY ----- | \$47,317,000,000 | 6 |
| 52 | Grand Rapids-Wyoming, MI ----- | \$43,862,000,000 | 8 |
| 53 | TUCSON, AZ ----- | \$33,353,000,000 | 10 |
| 54 | Honolulu, HI ----- | \$56,561,000,000 | 4 |
| 55 | Tulsa, OK ----- | \$47,891,000,000 | 5 |
| 56 | Fresno, CA ----- | \$31,890,000,000 | 11 |
| 57 | Bridgeport-Stamford-Norwalk, CT ----- | \$86,338,000,000 | 1 |
| 58 | Worcester, MA-CT ----- | \$33,826,000,000 | 9 |
| AVERAGE | | \$50,832,636,364 | |

1- THE MSA RANK BY POPULATION AS OF JULY 1, 2012, AS ESTIMATED BY THE UNITED STATES OFFICE OF MANAGEMENT AND BUDGET
 2- GROSS METRO PRODUCT STATISTICS: 2012 U.S. BUREAU OF ECONOMIC ANALYSIS



We Win as One Setting Priorities to Advance Economic Prosperity in Southern Arizona



Joe Snell
President & CEO, TREO

Just over six years ago, TREO gathered this region's leadership to develop a comprehensive process and plan to transform the regional economy. The end result was an Economic Blueprint, designed to guide our community's economic development efforts and influence all the factors that drive our competitiveness for years to come.

Now the Blueprint is used regionally as a guide for corporate giving and has been widely recognized nationally as a best practice for community/economic development visioning and planning.

A steering committee comprised of 46 leaders from a wide variety of segments of the region guided the 2007 effort. Nearly 6,000 Tucsonans were engaged in the process. Communities who do not go through this rigorous process simply do not know themselves well enough to know how to compete.

Six months ago, in the midst of an economic recovery with its own unique challenges, TREO embarked on a process to

update the Economic Blueprint. Many of the original Blueprint's goals and strategies were met and successful, while others still need focus.

What's working? The 2007 Blueprint contained an extensive analysis of base, or export, industries which Southern Arizona has tremendous assets and in which we could compete. Fast forward to now, and TREO's concentration on higher wage industries is showing true results with laser-focused economic development strategies. In the downtown/university area, Tucson's Modern Streetcar begins operation in 2014 and in the last three years alone over \$320 million in public and private investment has come to downtown Tucson.

Additionally in the last seven years, there has been increased focus on attracting and retaining young professionals, stronger alignment with State economic development efforts and an increased understanding of the strong connection between infrastructure and economic development.

More importantly, moving forward - are the original Blueprint strategies still relevant in the new global economy? What must we still do to ensure we capture our fair share of prosperity in the new economic landscape? Stay tuned for an April 30 event at which TREO will highlight our current competitive position and new strategies to strengthen our competitiveness centered around talent, infrastructure, business environment and healthcare.

Our economic prosperity and ability to compete depends solely on our bold direction and sheer will to create our own destiny.

The Key to Economic Development Lies in Tapping Existing Opportunities in Defense, Aerospace



Chuck Huckelberry
Pima County Administrator

Effective long-term plans must begin with an analysis of current strengths that can be leveraged to effect change, stimulate improvement and shore up weaknesses.

One of those strengths is the southern corridor of this community, which is often overlooked, but is a veritable powerhouse of economic development opportunity. This area houses our largest private employer, Raytheon Missile Systems, as well as our international airport, military installations, a growing health department campus that includes The University of Arizona Medical Center South Campus and exciting technology research at The University of Arizona Science and Technology Park.

Between the airport, interstate highways, rail access, proximity to Mexico and an inland intermodal port, this corridor can propel this region's logistics capacity to a new level that will help us compete globally.

Pima County's Economic Development Plan has a major focus on bolstering this corridor with two primary initiatives:

- Protecting Raytheon from urban encroachment and allowing for potential future expansion
- Establishing a 10-mile parkway that will support compatible development for a future aerospace and defense research and business park

Final design and property acquisition is underway for the relocation of Hughes Access Road, which will accomplish these priorities in a single project by moving the road a half mile to the south.

We cannot predict the future. We do not know whether there will be a need to expand or consolidate Raytheon operations in the future, but we want to be prepared should the need arise.

Aside from building additional connectivity throughout the region, an industry park also creates a unique selling point to lure new businesses. When industry clusters together, and as infrastructure aligns to support these entrepreneurs, it creates a draw for capital, talent and innovation.

Pima County is beginning to recover from the Great Recession that plagued the nation in recent years, but we have far more to do to create the prosperity we all want, particularly as investments have become increasingly difficult to attract and competition has intensified. We are at a crossroads. Investing in our strengths will allow us to attract solid jobs for the long term.

City of Tucson's Economic Development Vision



Jonathan Rothschild
Mayor, City of Tucson

Economic development is the engine that drives a high quality of life for our residents. Growing our base of businesses brings jobs, raises incomes and helps provide much-needed funding to maintain and improve our streets, parks and public services. Modern infrastructure, well-run government services and an excellent education system also help attract businesses to Tucson, as companies seek to locate in

cities where their employees can enjoy a high quality of life.

Recognizing this, in 2012, the City of Tucson established an Economic Initiatives Office to help businesses including start-up companies and established firms looking to expand and those looking to relocate to Tucson.

- Existing businesses are the lifeblood of the city. Ensuring their growth and success is crucial for Tucson's long-term sustainability. The City of Tucson is committed to creating an environment that allows businesses to thrive. The Economic Initiatives Office reaches out proactively to local businesses and business groups to address concerns, and offers incentives and assistance programs to help businesses expand.
- Recruiting new businesses is essential to Tucson's economic prosperity. Part of that effort includes leveraging local assets, such as Tucson's tech industry clusters and expertise, anchored by the University of Arizona, Raytheon and Davis-Monthan Air Force Base.
- Helping to get new businesses off the ground is an important component of Tucson's economic development strategy. The City of Tucson has created a Small Business Assistance Line – (520) 837-4100 – for entrepreneurs to get questions answered by a City economic development specialist. Also, the City has partnered with Tech Launch Arizona to launch more tech companies here in Tucson, connecting entrepreneurs with the resources they need to

turn discoveries into thriving businesses.

Recognizing the importance of Mexico to Tucson's economy, the City has committed resources to expand and deepen trade relations with Mexico. Our proximity to Mexico – just 60 miles from the border – and our rail, highway and air connectivity give Tucson a competitive advantage in international trade.

Tucson is also focused on annexation, which could potentially bring \$70 million of new money into our community from state-shared revenue. These are tax dollars we already pay, but don't currently get back from the state. Annexing businesses adjacent to our city limits levels the playing field and provides funding to improve streets, parks and public services.

The City of Tucson's vision is to keep, grow and attract businesses by providing responsive, quality services, through targeted recruitment that strengthens our industry clusters, and by continued focus on the quality of life ingredients that make Tucson a great place to live.

Marana Economic Development



Ed Honea
Mayor, Town of Marana

Great communities know the importance of business recruitment, retention and expansion. The best cities and towns realize the only way to achieve those goals is to invest in things that make them more attractive to potential and existing businesses.

The Town of Marana commits resources to amenities that make the community attractive to business owners. We train our development services staff to provide outstanding customer service. We invest in infrastructure so roads don't fall into disrepair. We make sure that our police department has what it needs to keep businesses and residents safe.

We want to make a good first impression on people who invest in our town. For example, our development services team fast-tracks the permitting process by putting experts from building and engineering in the room with developers to ensure that questions are answered before plans are submitted. This approach results in fewer problems in what can be a time-consuming exercise.

No one wants to drive on bad roads. Customers will bypass businesses that are located on streets that are filled with potholes. The town's pavement preservation program budgets

for preventive maintenance to avoid those problems. It's worth a little short-term pain of streets maintenance to achieve our long-term goals of healthy infrastructure.

Our police department has formed a partnership with the business community that makes Marana a safe place to set up shop. Our patrol officers stop by businesses to introduce themselves and talk about any issues that might exist in the area. We believe in community policing, which puts the same officers in the same area of town every day. Doing so helps our police department form a better bond with business owners and builds the kind of trust that's absolutely essential for a successful community.

The Town of Marana's goal is to become a sustainable community with a balance between retail and career-oriented industry. To get there, we take a big-picture view of economic development. While innovative policies are important, the condition of the community can be the deciding factor on whether a business will come here, stay here or expand here.

We have a great town filled with potential for businesses to do well. One community's success benefits people from across Southern Arizona. We're trying to do our part.

Oro Valley Understands Economic Development



Satish Hiremath
Mayor, Town of Oro Valley

In the absence of a property tax, the Town of Oro Valley relies heavily on sales tax to provide core services such as roads and public safety. When our businesses succeed, our Town succeeds. As a result, we have developed a laser-like focus on economic development.

Oro Valley's Economic Development Division provides services such as business recruitment and retention, relocation assistance, is a liaison to regional tourism and economic development organizations, development project team leadership and economic analysis and projections. The Division also offers tools such as the online Business Navigator, Shop OV Campaigns and OV Dollars, ensuring that our local businesses are supported and our dollars stay in our community.

Among our many efforts, the Town has implemented an Economic Expansion Zone in Innovation Park to streamline the process and reduce the time required to establish or expand a business in that area. Additionally, the Conceptual Design Review Board has made changes to speed up the entire

development process, even re-writing the Zoning Code to take the mystery out of what the Town expects. Securaplane Technologies, a leading supplier of avionics products, was the first business to benefit from this initiative.

Understanding the economic impact of sports tourism, we've invested in a \$5 million Aquatic Center expansion to ensure our future as a venue for major sporting events such as the 2014 National Synchronized Swimming Championships which will be held April 8-12, 2014. A feasibility study indicated that this facility would create approximately \$2.2 million a year in economic activity in our community, and we are on trend to meet that mark.

When tourism increases, sales tax revenue increases. As such, the Town went through a branding process and developed the tagline "It's in our nature," which has been utilized in various marketing efforts, and we later launched the "Stay OV/Play OV" marketing campaign. Oro Valley also continues to invest in Visit Tucson to increase market exposure beyond the region.

Sahuarita, Best Place in Arizona for Job Seekers



Duane Blumberg
Mayor, Town of Sahuarita

The Town of Sahuarita (recently cited by NerdWallet as the best place in Arizona for job seekers) is an attractive incorporated community with a variety of housing opportunities, a strong public school system and full service neighborhood shopping. Along with its development partners, Sahuarita invests in the community and its quality of life. As a result more than 80% of the residents rate the

town's reputation and core services (public safety, roads and streets and parks and recreation) as positive.

The Town has a highly educated population and a high household income. So the basic economic development strategy is to encourage the continued growth of the retail and service sectors, to identify business sectors in which the town can attract primary businesses offering employment opportunities consistent with residents' educational and professional backgrounds and to promote entrepreneurship.

Note that the town does not levy property taxes, has no impact or development fees and does not charge for a business license.

Because of its location on I-19, 43 miles north of the border, Sahuarita is uniquely positioned to capture shoppers and other visitors from Mexico, to provide executive living and to serve as a viable center for companies and employers to conduct business with Mexico.

Growth prospects are good. Rancho Sahuarita, a master-planned community with 5,000 homes and a retail marketplace, is the town's largest development. Its developer has proposed the formation of a special taxing district to finance the public infrastructure necessary for the development of its remaining 950 acres of mixed use commercial and residential property, located around the I-19/Sahuarita Road interchange. Farmers Investment Company, the owner of 6,000 acres of irrigated pecan orchards in the town, has submitted a plan for the future development of this property as well as a plan for the improvement and management of an adjacent 10 mile stretch of the Santa Cruz River.

Additionally Sahuarita's long range planning process will include General Plan Update 2015, Major Street and Routes update and the Sahuarita East Conceptual Area Plan. The General Plan will be the roadmap guiding long-range growth and land development in Sahuarita and providing the foundation for establishing the goals, policies and tools needed to implement the community vision. The Major Street and Routes Plan will identify street classifications and public rights-of-way guiding land use decisions stipulated in the general plan. Sahuarita East Conceptual Area Plan is a study of what life in this portion of the desert will be like in the next two or three decades, and how the Town might expand substantially by annexation to the east.



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Phillip Dalrymple, CPA, CFE
Shareholder

Trust, but Verify - Fraud Prevention for the Small Business

“...honestly assess your risk of being a victim of occupational fraud.”

Every small business is susceptible to occupational fraud. Often, the fraudster is a key employee who has worked for you for many years. They are the “do it all” employee who refuses help and rarely takes time off. They have responsibility over incompatible business functions. Generally, they have attended college, have a clean employment history and have never been convicted of any crime. To you they seem indispensable and you have no idea how you would function without them. They are completely and totally trusted.

Casting suspicion on your key employees is not my goal, but instead to encourage you to honestly assess your risk of being a victim of occupational fraud. According to the Association of Certified Fraud Examiners 2012 *Report to the Nations*, small businesses are most likely to be victims of occupational fraud with a median loss of approximately \$120,000, the loss amount tends to increase with an increase in the years of service, and over sixty percent of the victims recover less than 25% of the loss and often nothing from the fraudster. For most victims, the losses are significant and the chance of recovery is small.

Donald Cressey, CFE, identified the fraud triangle to explain the elements or conditions necessary for fraud to occur; these elements include motivation, rationalization and opportunity. Motivations, which can also be described as pressure, are those situations in life we would all like to avoid. Situations such as serious medical conditions, spouse's loss of a job, extravagant living and addictions to alcohol, drugs or gambling can create financial pressures or needs. Rationalization is our natural human ability to explain away unacceptable behavior based upon some perceived wrong or justification. These two elements are internal to the fraudster and you should always be aware of indications that either of these elements exist for your employees.

Opportunity, the last element of the fraud triangle, is the only element of the fraud triangle primarily in the control of business management. For opportunity to exist, the fraudster needs a combination of access to assets and the ability to hide the asset defalcation. In order for any business to function, employees must have access to business assets, but the question of who has access and when, is generally determined by whether the functions assigned are compatible with each other. For example, no single person should have the ability to write checks and record cash activity in the accounting system, to make deposits and record adjustments to the accounts receivable records or to be responsible for ordering, receiving and shipping goods. These functions are incompatible not because they have access to assets, but because by having both functions, the fraudster has the opportunity to hide evidence of asset defalcation. As a small business owner, you will always be in situations where you cannot fully separate incompatible functions, but a careful analysis of your operations will allow you to minimize the extent of clearly incompatible activities.

Trust, but verify. As a small business owner, you must create the appearance that someone is always watching. Certain policies will reduce the likelihood of becoming a victim of occupational fraud, including: requiring at least one full week of vacation for all employees, signing your own checks or, at a minimum, designating someone not involved in the accounting process to sign checks, reviewing monthly cash account reconciliations with bank statements, and regularly reassigning financial tasks if possible.

Your key employees will earn, and in most cases, deserve your trust. Creating an environment of review with the perception that someone is always watching will mitigate your exposure to occupational fraud.



Sherry Janssen Downer
Director

Employers: Time To Examine And Update Restrictive Covenants

“Restrictive covenants generally are enforceable provided they are no broader than necessary to protect the employer’s legitimate business interest...”

Employers utilize restrictive covenants to protect against the misuse of their trade secrets, confidential information and customer relationships but often run into trouble by drafting overly broad covenants that Arizona courts refuse to enforce. Restrictive covenants generally are enforceable provided they are no broader than necessary to protect the employer’s legitimate business interest, and the employer’s interest is not outweighed by the hardship to the employee and the likely injury to the public. The Arizona Court of Appeals’ decision in ***Orca Communications Unlimited, LLC v. Ann J. Noder et al.***, (Oct. 17, 2013), involving a restrictive covenant between Orca, an Arizona based public relations company and its former President and her new company, offers new guidance on how these contracts may be unexpectedly vulnerable.

Confidentiality. The *Orca* court held the scope of the confidentiality agreement was too restrictive, the definition of confidential information “extend[ed] far beyond the ‘truly confidential’” because it included “any information [Noder] learn[ed] of, possess[ed] as a result of, or access[ed] through” Noder’s employment. Although it excluded “publicly known” information, it included information that was only available through “substantial searching of published literature” or that had to be “pieced together” from a number of publications or sources. *Orca* had no protectable interest in public information, even if a person might have to expend substantial time to gather it and comprehend its significance. The court characterized the restriction as “nothing more than an unlimited restriction against competing with *Orca*” and, as such, was unenforceable because although it had a twelve month time restriction, it lacked a geographic limitation.

Non-Compete and Customer Non-Solicitation. The non-compete provision prohibited Noder from directly or indirectly advertising, soliciting, or providing “Conflicting Services” within the “Restricted Territory.” The Agreement defined “Conflicting Services” as “any product, service or process” “which directly competes with a product, service or process with which Employee works directly or indirectly during [her] employment with the Company or about which Employee acquires Confidential Information...” The time period and Restricted Territory were defined with step-down provisions which the court declined to address.

Rather than limiting Noder’s use to *Orca*’s protectable interest in its confidential information or trade secrets, the court said the broad definition of Conflicting Services effectively “prevents Noder from pursuing any type of work in the public relations industry, even work that would be based on her skill and talents rather than confidential information or customer relationships” and *Orca* had no protectable interest in preventing Noder from competing per se in the public relations industry.

The customer non-solicitation covenant prohibited Noder from “request[ing], induc[ing], or attempt[ing] to induce any Customer or Potential Customer who does business in the Restricted Territory to terminate or adversely alter its relationship with The Company.” While acknowledging *Orca* had a protectable interest in customer relationships, the court held *Orca* had no protectable interest in either potential customers it is planning to solicit or former customers with whom *Orca* no longer does business. The employer must have business ties to the customer. The time and geographic limitations did not save the non-solicitation provision because the definition of Customer or Potential Customer was too broad.

Action. *Orca* should prompt all Arizona employers to revisit their restrictive covenants to maximize the covenants’ chances for enforcement.

Sherry Downer is director at Fennemore Craig in Tucson specializing in business and employment law. For more information, please call (520) 879-6852 or email sdowner@fclaw.com.



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Tim Medcoff
Co-Managing Partner
Farhang & Medcoff



James (Jim) M. Burns
Chief Executive Officer/Chief
Financial Officer

EDUCATION: UCLA (B.A.), University of Dundee, Scotland (M.Phil), U of A (J.D.)

ORIGINALLY FROM: Michigan & Alaska

IN TUCSON AREA SINCE: 1995

FAMILY: Lori (wife), Rylin (daughter), Keegan (son) and a bunch of critters

PROUDEST ACCOMPLISHMENTS:

Professionally- graduating from college as I was the first person in my family to do so

Personally- convincing a beautiful woman to spend the rest of her life with me

BIGGEST PROFESSIONAL CHALLENGE:

Balancing the practice of law with running a growing law firm. Fortunately I have a smart business partner who does a lot of the heavy lifting.

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

Today, many attorneys forget that their job is to solve people's problems. Instead, they put their financial interests ahead of their client's interests. The attorneys at Farhang & Medcoff think and act differently. We measure our success by the success we achieve for our clients. Because our clients' needs come first, we focus on preventive counseling, objective advice and guiding our clients toward strategies that attain their objectives cost-effectively and quickly. We adhere to the highest possible standards and provide legal representation of the highest quality. If this message resonates with you, then Farhang & Medcoff would be a good legal partner for you and your business.

TOP THREE THINGS ON MY BUCKET LIST:

1. Compete in the Leadville 100
2. Travel to the Seven Summits
3. Play in the Main Event

EDUCATION: MBA, B.S. Accounting both from Northern Illinois University. Certified Public Accountant (CPA)

ORIGINALLY FROM: Bolingbrook, IL

IN TUCSON AREA SINCE: 2011

FAMILY: I am the youngest of 7 siblings; Married to Lisa Burns and father of 5 to Elizabeth Scott, (husband Donald J. and son Donald J. IV); James Ryan Burns, (wife Berenice); Courtney Burns; stepdaughters Emily Wilham and Megan Wilham.

PROUDEST ACCOMPLISHMENTS:

Marrying my wife Lisa, the birth of my children and our grandson.

BIGGEST PROFESSIONAL CHALLENGE:

Assuming the decision making responsibilities as CEO in May 2013 for Casino Del Sol Resort, Arizona's only Forbes 4 Star casino resort, and all of the related enterprises, including the Conference Center, Hiapsi Spa, Casino of the Sun, AVA Amphitheater, Del Sol Marketplace, Sewailo Golf Club, 8 restaurants and 6 bars.

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

Tucson is a thriving community that offers many of the state's greatest tourist attractions – University of Arizona, the Desert Museum and El Tour de Tucson, to name a few. Casino Del Sol Resort is a proud supporter of Tucson's growth and is committed to making this city a great place to live and visit. With our family of offerings including the hotel, conference center, entertainment at AVA Amphitheater, rewarding nightlife and gaming, we're delivering an unprecedented entertainment experience. We've provided more than 1,500 jobs and with the development of the resort and the brand new Sewailo Golf Club, we continue to invest in the community.

TOP THREE THINGS ON MY BUCKET LIST:

1. Return to Ireland and purchase the remains of the home in which my grandfather Burns grew up
2. Go on a honeymoon with my wife
3. Complete a marathon and some sort of triathlon (after the age of 50)



Matt & Julie Gage
Owners

EDUCATION: Matt: MBA University of Phoenix, Julie: B.A. in Communications; The University of Arizona

ORIGINALLY FROM: Matt: Ft. Wayne, IN Julie: Ft. Collins, CO

IN TUCSON AREA SINCE: Matt: 1992, Julie: 1990

FAMILY: Children: Colton (17), Sydney (12)

PROUDEST ACCOMPLISHMENTS:

Installing the Elephant Enclosure at Reid Park Zoo, Force Protection Barriers and Gate Automation at the new Pima County 911 Operations Center, Flight Line Fence at Davis-Monthan AFB and coordinating the removal and reinstallation of 60,000 feet of wood fencing at Cannon AFB in Clovis, New Mexico. We are most proud of our amazing team from the installers to the project managers. We could not have successfully completed these large ventures without their experience, enthusiasm, expertise and longevity with the company.

BIGGEST PROFESSIONAL CHALLENGE:

Convincing customers that best value should be more desirable than lowest price.

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

We're a family-owned and operated company focused on putting our customers' needs first. We pride ourselves on relationship development and exceeding our customers' expectations. We strive to be on top of the latest automation technology, fencing and force protection improvements. During our 17 years, A&M has developed and maintained close relationships with customers such as Tucson Electric Power, Davis-Monthan AFB, Tucson Unified School District. However, we are not exclusive to large projects. We repair gates, install dog runs and service many residential needs, but if the project will not be cost-effective for the customer, we don't hesitate to refer them to a smaller provider whom we know will provide the same level of service and quality that A&M provides.

TOP THREE THINGS ON OUR BUCKET LIST:

1. Work on the border fence initiative
2. Have the A&M brand recognized throughout the Southwest
3. Play Augusta National (Matt)



Matt Brownlee
Director of Business Operations for
Tucson, Albuquerque and El Paso
Offices

EDUCATION: B.S from James Madison University in Harrisonburg, VA

ORIGINALLY FROM: Sterling, VA (about 30 minutes west of Washington DC)

IN TUCSON AREA SINCE: 2012

FAMILY: Emily (wife); Children: Miles (2), Paige (4 months)

PROUDEST ACCOMPLISHMENTS:

In 2002 I founded a 5K race to raise money for Multiple Sclerosis research. That event is still going strong today and grows bigger each year, which is extremely rewarding. In 2011 I ran a Boston qualifying marathon time, then later that year- about 2 weeks before my son was born- I crossed the finish line at Ironman Arizona in 10:17.

BIGGEST PROFESSIONAL CHALLENGE:

The documentary 'The Men Who Built America,' discusses how innovators like Carnegie, Rockefeller, JP Morgan and Henry Ford all possessed the ability to "see around corners," meaning they could anticipate opportunities and obstacles before they even existed. I can't speak for other leaders in the community, but having that level of foresight with my customers and coworkers is an ongoing professional challenge.

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

We should all take Gandhi's advice and "be the change we want to see" in our community. Often times I think that Tucson may get a bad rap compared to other cities in the southwest, but I humbly believe it's a great place to conduct business and raise a family. One aspect I love about The Old Pueblo is that if you choose to insert yourself into the community from a philanthropic, networking or social perspective, you can make an impact very quickly.

TOP THREE THINGS ON MY BUCKET LIST:

1. Take my dad on a one week ballpark tour of as many baseball stadiums as possible
2. Play 18 at Augusta
3. Alongside Emily, run a marathon with each of my kids



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- Will accept housing vouchers
and other subsidies
- Optional community center



GRANITE

Granite Construction, Inc. (NYSE:GVA), is a full-service general contractor, construction management, and construction materials producer. Recognized as one of the top 25 largest construction companies in the U.S., Granite specializes in complex infrastructure projects, including transportation, industrial and federal contracting. Granite has been a proud member of the Southern Arizona Community for over 30 years.

Granite Construction • Arizona Region • 4115 E. Illinois Street Tucson, AZ 85714 • (520) 748-8000 • graniteconstruction.com

The Salvation Army (TSA)



MAJOR CLEMENT A. LESLIE,
TUCSON AREA COORDINATOR



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

The Salvation Army (TSA) is a non-profit religious organization to meet the needs of the Tucson community without discrimination. We serve the homeless, the hungry, the lost, youth and anyone in need of help. We help by spiritual growth, utility assistance, case management and many programs.

What are some of the challenges that your organization faces?

All services and programs are run by donations from the community. With the poor economy, it makes it difficult for people to give and therefore TSA must scale back on services and programs.

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

TSA is in desperate need of a new Hospitality House Shelter to help more homeless and help them become independent again, working and living a healthy lifestyle. We need help reaching people that can donate to this cause.



Make Way for Books



JENNY VOLPE,
EXECUTIVE DIRECTOR



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

In the last 15 years MAKE WAY FOR BOOKS (MWFB) has educated 6,000 early childhood professionals, served 150,000 children and parents and provided 226,405 books to homes and classrooms. MWFB supports the success of children through cultivating a love of books and reading. We provide a continuum of services to educate early childcare professionals in homes and preschools and to empower families to be their child's first, best teacher. We serve families with young children (birth through five) and early childhood professionals in under-served areas of Tucson and Southern Arizona.

What are some of the challenges that your organization faces?

Children exposed to quality early childhood education are more likely to graduate high school and are less likely to be held back a grade, enter into remedial services, or to be arrested. In Pima County, 33% of children enter kindergarten "not ready to read." A child that is a poor reader in first grade is 88% more likely to be a poor reader in fourth grade. Unfortunately, Arizona ranks second to last for preschool participation and 44th in the nation for parents who read to their children, ages birth to five.



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

Early education is essential to ensuring that our children will become productive, civically engaged and successful adults who will contribute positively to our community and economy. The return on investment in early education is \$7 for every dollar invested. We invite businesses to join our movement to ensure that every child gains the critical reading skills to succeed in the classroom and throughout their life.

New Members

February 2014

Alternatives in Home Care

P (520)-327-3384
www.alternativesinhomecare.com
SENIOR CITIZENS SERVICES

Arizona Sign Association

P (602) 375-3909
www.arizonasign.org
ORGANIZATIONS AND/OR ASSOCIATIONS

Aussie Cantina

P (520) 829-6900
www.aussiecantina.com
RESTAURANT - BREW PUBS

B&J Refrigeration, Inc.

P (520) 326-9672
www.bjrefrigeration.com
CONTRACTORS - AIR CONDITIONING AND/
OR HEATING

Bronco Towing

P (520) 885-1925
AUTOMOBILE TOWING

Bruce Hiley Agency Inc., American Family Insurance

P (520) 877-8133
insurance-agency.amfam.com/AZ/bruce-hiley
INSURANCE - BUSINESS & COMMERCIAL

Catherine's Estates & Appraisals

P (520) 299-4481
www.catherinestates.com
APPRAISERS
ANTIQUES

Copper Point Schools

P (702) 720-6622
www.copperpointschools.org
SCHOOLS AND/OR EDUCATIONAL SERVICES

Excel Mechanical

P (520) 791-7049
www.excelmechanicalinc.com
CONTRACTORS - AIR CONDITIONING AND/
OR HEATING

Kosho Martial Training Institute

P (520) 887-4099
www.koshomartialtraininginstitute.com
MARTIAL ARTS INSTRUCTION

Lewis Roca Rothgerber

P (520) 622-2090
www.lrrlaw.com
ATTORNEYS

Medicare Health Benefits

P (520) 760-6223
www.medicarehealthbenefits.com
INSURANCE - HEALTH

Park Avenue Jewelers, Inc.

P (520) 579-3040
www.parkavenuejewelers.com
JEWELERS

State Industrial Supply Corp.

P (520) 744-0919
www.sisaz.com
DISTRIBUTORS

The Girls Estate Sales

P (520) 745-6012
www.thegirlsestatesales.com
CONSIGNMENT SERVICES

The Marketing Department

P (520) 955-6111
www.tmdcreative.com
MARKETING PROGRAMS & SERVICES

TNV House of Hair

P (520) 300-4818
RETAILERS

Tucson Asphalt Contractors, Inc.

P (520) 292-1125
www.tucsonasphalt.com
ASPHALT

Tucson Taichung Sister City Association

P (520) 907-8488
ORGANIZATIONS AND/OR ASSOCIATIONS

University of Arizona Campus Recreation

P (520) 621-8710
rec.arizona.edu/
RECREATION CENTERS

World of Beer - Tucson

P (520) 777-6482
www.wobusa.com/locations/tucson
BARS

January 2014

Auto Executives

P (520) 477-6445
www.autoexecutives.com
AUTO BROKERS

Bodycentral Physical Therapy and Ultimate Sports Asylum

P (520) 325-4002
www.bodycentralpt.net
PHYSICAL THERAPISTS
REHABILITATION SERVICES

Central Arizona Block Co., Inc.

P (520) 514-1177
MANUFACTURERS

CPR2U, LLC

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www.cpr2uaz.com
CPR INSTRUCTION

DirectBuy of Tucson

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tucson.directbuy.com
HOME IMPROVEMENTS

Dun and Bradstreet Credibility Corp.

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www.dandb.com
BUSINESS SERVICES

Fastsigns

P (520) 293-6280
www.fastsigns.com/187
SIGNS

Florizona Grille

P (520) 799-3701 ext. 105
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Flying Leap Vineyards, Inc.

P (520) 954-3245
www.flyingleapvineyards.com
WINES

Go Web Solutions, Inc.

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www.gowebolutions.com
INTERNET MARKETING & ADVERTISING

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www.lazydays.com
RECREATIONAL VEHICLE DEALERS AND/OR
SERVICES

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www.lexusoftucsonautomall.com
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www.malyandassociates.com
CONSTRUCTION - FACILITIES MAINTENANCE

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www.minioftucson.com
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OnePoint Patient Care

P (480) 240-1120
www.onepointpatientcare.com
HOSPICE SERVICES

Prototron Circuits Southwest, Inc.

P (520) 745-8515
www.prototron.com
MANUFACTURERS

PSAV

P (520) 544-1764
www.psav.com
AUDIO - VISUAL PRODUCTION INDUSTRIES

Royal Buick GMC Cadillac of Tucson

P (520) 777-1149
www.royalbuickgmccadillac.com
AUTOMOBILE DEALERS - NEW AND/OR USED

Royal Collision Center

P (520) 790-4437
www.royalcollisiontucson.com
AUTOMOBILE BODY REPAIRS AND/OR
PAINTING AND/OR SERVICES

Royal Collision Center

P (520) 624-8373
www.royalcollisiontucson.com
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PAINTING AND/OR SERVICES

Royal Jaguar - Land Rover of Tucson

P (877) 825-4746
www.royaljaguar.com
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Royal Kia Tucson

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www.royalkia.com
AUTOMOBILE DEALERS - NEW AND/OR USED

SciEnTek-12 Foundation

P (520) 940-1963
www.sarsef.org
SCHOOLS AND/OR EDUCATIONAL SERVICES

Southern Arizona Association for the Visually Impaired

P (520) 795-1331
www.saavi.us
ORGANIZATIONS AND/OR ASSOCIATIONS

Tucson Lazydays KOA

P (520) 799-3701
www.tucsonlazydayskoa.com
RV PARKS

Tucson Subaru

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www.volvooftucson.com
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P (520) 622-0912
www.wildwestpromos.com
BARTENDING SERVICE

December 2013**Abbott Media Productions, LLC**

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www.abbottmedia.net
ADVERTISING AGENCIES

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Canyon State Facility Solutions, LLC

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CONSULTANTS - ENERGY MANAGEMENT &
CONSERVATION

DePaul Industries

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www.depaulindustries.com
EMPLOYMENT SERVICES AND/OR AGENCIES

Employers Support of the Guard and Reserve

P (520) 750-5891
www.esgr.mil
ORGANIZATIONS AND/OR ASSOCIATIONS

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www.fastmed.com
URGENT CARE CENTERS
Wilmot Rd./Speedway Blvd.
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Valencia Rd./Midvale Park Rd.
P (520) 576-5104

22nd St./Craycroft Rd.
P (520) 232-2047

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P (520) 232-2072

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TRANSPORTATION SERVICES

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www.prudentialuniforms.com
UNIFORMS AND/OR SERVICES

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www.rialtotheatre.com
ENTERTAINMENT

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www.salondn.com
BEAUTY SALONS AND/OR SUPPLIES

Total Lighting Support

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www.totallightingsupport.com
LIGHTING SYSTEMS & EQUIPMENT

Tucson Frozen Storage

P (520) 623-0660
www.tucsonfrozenstorage.com
WAREHOUSES - MERCHANDISE & SELF
STORAGE



ABC
ALWAYS BUY CHAMBER



Visit TucsonChamber.org for detailed member information.

Member Anniversaries

February 2014

52 YEARS

R E Lee Mechanical Contracting, Inc.

51 YEARS

Coca-Cola Refreshments

41 YEARS

Pinnacle Peak Restaurant

39 YEARS

Westward Look Wyndham Grand Resort & Spa

38 YEARS

Bombardier, Inc.
Rincon Air Conditioning & Heating Co., Inc.

36 YEARS

IBM

35 YEARS

Carondelet St. Joseph's Hospital

34 YEARS

First American Title Insurance Co.
Young Block Company

32 YEARS

Northern Trust
W.E. O'Neil Construction Company, Inc.

31 YEARS

Spray Master Auto Body, Inc.
Tomdra Vending & Coffee Service

30 YEARS

El Corral Steakhouse
Northwest Medical Center

29 YEARS

For Rent Magazine
Radisson Suites Tucson
Residence Inn

27 YEARS

Dataforth Corp.
Hilton Tucson East

23 YEARS

Action Communications, Inc.

22 YEARS

Bedmart
Tanque Verde Swap Meet

21 YEARS

Pima County One-Stop Career Center
Southern Arizona Home Builders Association
Tucson Aeroservice Center, Inc.
United Way of Tucson and Southern Arizona

20 YEARS

Handmaker Jewish Services for the Aging
Tucson Country Club
tw telecom

19 YEARS

Arby's Restaurant (Marglen, Inc.)

17 YEARS

Bank of the West
Carondelet Heart & Vascular Institute at St. Mary's Hospital
Hodges Construction, Inc.
Marriott University Park Hotel

16 YEARS

Physician's Hair Institute
Prescription Lab Pharmacy

15 YEARS

Studio 6

14 YEARS

SURV-KAP, LLC
Tygiel Physical Therapy
University Termite & Pest Control, Inc.

13 YEARS

Casino del Sol Resort
Lexus of Tucson

12 YEARS

Pima County Fair

11 YEARS

H & R Block
Presidio Distribution

10 YEARS

Ajo-Kinney Super Storage
Telemundo - Tucson
KHRR-TV 40

9 YEARS

Hospice Family Care
Strongpoint Marketing

7 YEARS

BBVA Compass
22nd/Wilmut
Broadway/Pantano
Broadway/Rosemont
Campbell/Glenn
Grant/Swan
Broadway/Harrison
LaCholla/Ruthrauff
Oracle/Ina
Grant/Park
LaCanada/River
Skyline/Campbell
Silverbell/Speedway
Speedway/Wilmut
Grant/Tanque Verde
Stone/Pennington
Wells Fargo Bank
Continental/LaCanada (Green Valley)
Nogales Hwy./I-19 (Green Valley)
Tangerine/First Ave.
22nd/Craycroft
Ajo/16th Ave.
Broadway/Camino Seco
Broadway/Swan
Swan/Camp Lowell
Campbell/Glenn
Oracle/Ina
Tanque Verde/Catalina Hwy.
Silverbell/Cortaro
Cortaro Farms/Thornydale
Wilmut/Fifth St.
First Ave./Roger
Prince/Mountain
Oracle/Golder Ranch
Grant/Silverbell
Swan/Grant
Grant/Dodge
Irvington/I-19
22nd /Kolb

Valencia/Mission
Valencia/Midvale Park
Oracle/Orange Grove
Oracle/First Ave.
Broadway /Sarnoff
Tanque Verde/Sabino Canyon
22nd/Fifth Ave.
Silverbell/Speedway
Swan/Sunrise
Grant/Craycroft
Speedway/Cherry
University/Mountain
Sunrise/Kolb
Dove Mountain/
Tangerine

6 YEARS

Kais E Systems, Inc.
The Haven

5 YEARS

Dismas Charities
Los Betos Mexican Food
Maynards Market and Kitchen

4 YEARS

AutoGo Transport
Graffiti Protective Coatings, Inc.
Long Realty Southwest Commercial Management, LLC

3 YEARS

Firestone Complete Auto Care
Wetmore/Oracle
Broadway/Randolph
Speedway/Pantano
First Ave./Grant
Professional Development Strategies

2 YEARS

Big Brothers Big Sisters of Tucson
Involta
James Leos Financial Services
Long Realty - Patsy Sable
R & A CPAs
Wellness Employee Rewards

1 YEAR

BuzzTown.com
CareMore
CyraCom International, Inc.
Fred G. Acosta Job Corps Center

Golf Cars of Arizona
Grindstone Property Management
La Posada Lodge & Casitas
MetroMedia, Inc.
Southwest Couriers Hot Shots Express

January 2014

52 YEARS

Hotel Tucson City Center
Trico Electric Cooperative

35 YEARS

Western Emulsions

31 YEARS

Monrad Engineering, Inc.
Research Corporation Technologies, Inc.

30 YEARS

KMSB-TV/KTTU-TV
Rincon Country West RV Resort

29 YEARS

R & R Products, Inc.

27 YEARS

Peter Piper Pizza - Corporate Office
Red Robin Restaurant

25 YEARS

Snell & Wilmer, LLP

24 YEARS

Biff Baker Fence Co., Inc.
IKON Office Solutions

23 YEARS

Gordon-Darby

21 YEARS

Lake Investment Group

19 YEARS

March of Dimes

17 YEARS

Arizona Riverpark Inn

16 YEARS

Devon Gables Rehabilitation Center
Hill Brothers Chemical
Jacobs Engineering
Pacific Vet Group



15 YEARS

Kivel Realty Investments
Psomas, Inc.

14 YEARS

Golder Ranch Fire District
Lancom Consulting and
Information Services
S. Silverberg & Sons

13 YEARS

Alcoa Fastening Systems
Casa de los Ninos

12 YEARS

Kittle Design and
Construction

11 YEARS

Cemex
Cox Media
Fashion Eye
Skyline Printing Company,
Inc.
Tucson Jewish Community
Center

10 YEARS

VIP Taxi

9 YEARS

Humana, Inc.
Pima Association of
Governments
Standard Capital
Wildcat Storage

8 YEARS

Presidio Group Wealth
Management
SunWest Federal Credit
Union

7 YEARS

Veterans Employment
Services

6 YEARS

Farmers Insurance and
Financial Services
Office Smart

5 YEARS

ADOSH
DVA Consulting
The Ritz-Carlton, Dove
Mountain
Tucson College of Beauty

4 YEARS

Country Inn & Suites
Tucson City Center

PSA Art Awakenings

3 YEARS

Color Me Mine
Dorado Personnel
MetLife
Pure Aesthetics, LLC

2 YEARS

BFL Construction
Brady Industries, Inc.
Campos-Fleenor Financial
Services and Allstate
Insurance
Cintas Corporation #445
CODAC Behavioral Health
Services, Inc.
Design Definitions II, LLC
Focus on Flowers
Gap Ministries
Gecko Pest Management
Lonely Street Productions,
Inc.
Manor at Midvale
Paragon Space
Development
Corporation
The Synthetic Grass Store
Tucson Audio Visual
Services
UA College of Science

1 YEAR

Ascension Lutheran School
Aviva Children's Services
Barker Morrissey
Contracting, Inc.
Culver's on River
Guadalajara Fiesta Grill
imortgage
Journal Broadcast Group
Legacy Label, Inc.
Limoport Transportation,
LLC
Martinez Insurance Group
New York Life - Robert
Campbell
Oracle Modern Dentistry
Prototypes
Rao Plastic Surgery
The Centers for Habilitation
TCH

December 2013**49 YEARS**

BeachFleischman PC

48 YEARS

The Jim Click Automotive
Team

43 YEARS

Goodmans Interior
Structures

40 YEARS

Territorial Newspapers

34 YEARS

Cox Communications, Inc.

26 YEARS

Rick Engineering Company

22 YEARS

HSL Properties, Inc.
Wal-Mart Supercenter
Valencia/I-19

21 YEARS

Jacob C. Fruchthendler
Company

17 YEARS

Artistic Pool & Spas, Inc.

15 YEARS

First Credit Union

14 YEARS

Country Inn & Suites
Tucson Airport
Sam Levitz Furniture
Company, Inc.
Tucson Urban League, Inc.

13 YEARS

Cline Masonry
Southern Arizona
Community Academy
Yesco Custom Electric Signs

12 YEARS

D and S Air

11 YEARS

ABM Janitorial Services
Hampton Inn - Airport
Old Pueblo Children's
Services, Inc.

10 YEARS

Protection One

9 YEARS

Bank of the West
Broadway/Rosemont
Speedway/Pantano
Creative Communications
Interstate Battery System of
Tucson
Paul Davis Restoration &
Remodeling

8 YEARS

Desert Rose Heather
Cremation & Burial
Montecito Realty, Inc.
Nova Home Loans
Ronin
Saunders Amos, LLC
Tucson Greyhound Park
Tutorlink

7 YEARS

Bank of Tucson
Broadway/Columbus
Oracle/Orange Grove

6 YEARS

Rosemont Copper
Company

5 YEARS

Tuff Shed

4 YEARS

Rita Ranch Dental Group

3 YEARS

Air Filtration Specialists
Fleming's Prime Steakhouse
On Top of I.T.
Walgreens
Ajo/12th Ave.
Broadway/Camino Seco
Broadway/Kolb
Campbell/Ft. Lowell
Golf Links/Kolb
Grant/Silverbell
Ina/Thornsdale
River/La Canada

2 YEARS

Best Buy Store 123
Fennemore Craig
Genghis Grill
IronHawk Elevator, LLC
LP&G Marketing
Nextrio
Southwest Print and
Promotions
Total Wine & More

1 YEAR

Abco Solar
Abracadabra Restoration
Allstaff Services, Inc.
American Recycling &
Liquidation, A Division
of Hank Winter &
Associates

BestComm
Century Park Properties,
LLC
Copper State Bolt & Nut Co.
Easter Seals Blake
Foundation
MDVIP
Planet Fitness
Oracle/1st Ave.
Oracle/River
Southern Arizona National
Electrical Contractors
Association
Tierra Right of Way Services,
Ltd.
TreeHouse Farm
Trident Commercial Real
Estate Company





EL CISNE MEXICAN RESTAURANT

4717 E. Sunrise Drive • 520.638.6160

El Cisne (The Swan), a finer dining experience celebrated its 1st year anniversary. What a wonderful year and beginning it has been. El Cisne is happy and proud to have celebrated this joyous occasion with the Tucson Metro Chamber. They give many thanks for the ribbon cutting ceremony to mark the event.

HANDLE W/CARE PACKAGING

3720 W. Ina Road #118 • 520.572.5000

Handle w/Care Packaging is a mailbox/package store that offers an array of services which include: shipping, photocopying, print jobs, scanning, fax, secure shredding, key copying, passport photos, notarizing, laminating and computer rental. They also sell office supplies and greeting cards. Handle w/Care is also an approved shipper for FedEx, USPS and DHL.



FASTMED URGENT CARE

2510 E. Broadway Boulevard • 520.232.2072

FastMed Urgent Care celebrated on Tuesday, January 7th the opening of its seventh clinic in the Tucson area at the corner of S. Tucson Boulevard and E. Broadway Blvd., representing FastMed's 27th location in Arizona!

FLOOR & DECOR

7125 E. Broadway Boulevard • 520.329.6569

Floor & Decor is a leading specialty retailer in the hard surface flooring market, offering the broadest selection of ceramic, stone, tile, wood and laminate. Floor & Decor buys direct so you save. Each store stocks 1 million square feet of products at all times.



LITTLE CAESARS

3901 E. Grant Road • 520.795.0500

Little Caesars Pizza Founders Michael and Marian Ilitch opened their first restaurant in Garden City, MI in 1959. Today Little Caesars is the largest carry-out chain. For the sixth year in a row, Little Caesars was named "Best Value in America" of all quick-serve restaurant chains.

SECURITAS SECURITY SERVICES

1880 E. River Road #210 • 520.296.3833

Securitas Security Service, now located on 1880 E. River Road, Suite #210 recently moved in an effort to accommodate their business growth in Tucson, Arizona.



SEWAILO GOLF CLUB AT CASINO DEL SOL RESORT

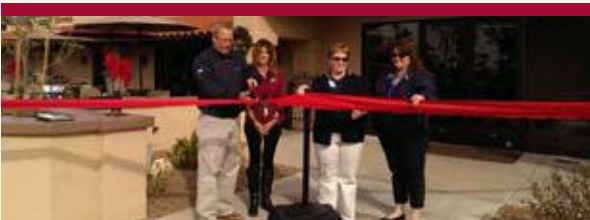
5655 W. Valencia Road • 855.765.7829

Notah Begay III, Jim Burns, Peter Yucipicio and John Escalante officially open Sewailo Golf Club on December 12. Sewailo is the first new course in Arizona in over four years and was designed by Notah Begay and Ty Butler. The course will be managed by Casino Del Sol Resort in partnership with Troon Golf.

THE MANOR AT MIDVALE

6250 S. Commerce Court • 520.294.3200

The Tucson Metro Chamber was proud to attend The Manor at Midvale's Grand Re-Opening and ribbon cutting ceremony on January 23rd. The Manor at Midvale now offers residents a brand new movie theater, upgraded ice cream parlor, stunning landscape and a beautifully remodeled pool, spa and fitness center. Call today to schedule a tour which includes one of their chef prepared meals.



VOYAGER RV RESORT AND HOTEL

8701 S. Kolb Road • 800.424.9191

Voyager RV Resort and Hotel has it all! RV sites, rental units and the hotel provide accommodations suitable to just about anyone! The Voyager has daily activities as well as many resort style amenities.

Get a full range of data and cloud computing services— with local support.

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Many companies count on CenturyLink to provide a full range of telecommunications solutions to help grow their businesses. We specialize in finding the right solutions for businesses of all sizes, from the smallest to the largest, so they can stay ahead of the competition. And, we back up all our services with local support from consultation to installation and after.

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- Local support 24/7/365

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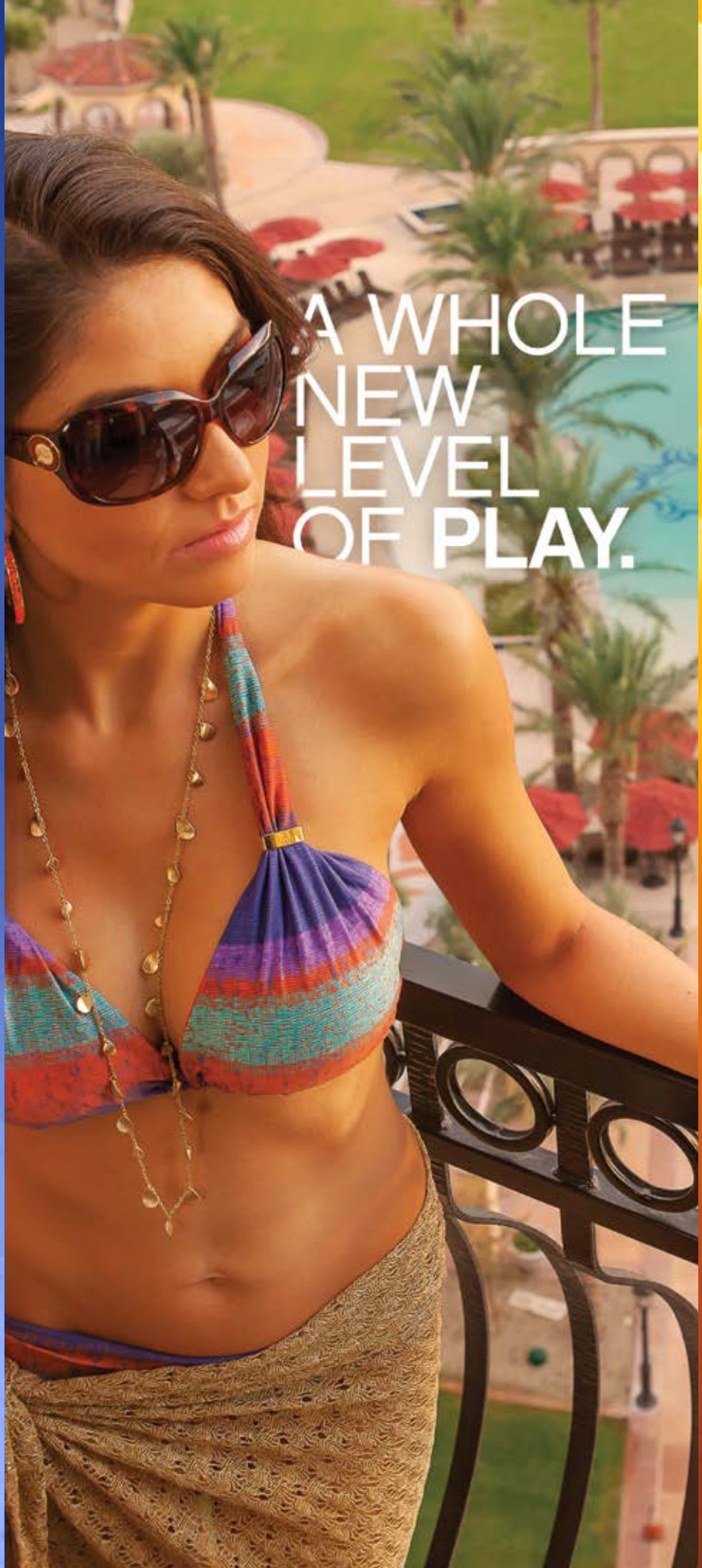
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GMC



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22ND AND SWAN MINI of Tucson

SPEEDWAY EAST OF CRAYCROFT Royal Collision Center