

Spring 2016

Improving Education: Gearing Up for Success



TucsonChamber.org

WHAT'S INSIDE:

How to Super-Charge Your
Company's Workforce Education
Program pg: 8

Feature Story:
Improving Education: Gearing
Up for Success pg: 13

HURF Distributions Should
be More Equitable Among
Counties pg: 32

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Chairman's Message

Thomas McGovern
Chairman of the Board

Improving Education Is the Key For Our Region's Prosperity

It has been one of the highlights of my professional career to chair the Tucson Metro Chamber's Board of Directors for the past twelve months. It's a humbling position to wield the gavel in a room full of committed, motivated and brilliant business people. This board is extremely diverse, with representation from all sizes and types of businesses, non-profits and the University of Arizona. My sincerest thanks go out to the dedicated members of the Board, and of course to the incredibly talented staff of the Chamber, for their support and active involvement in the betterment of our community.

This past year has marked an intentional focus on advocacy for our investors, as well as renewed engagement with elected bodies throughout the region. Board members and other Chamber investors have joined with numerous Southern Arizona business leaders to establish a more visible presence at public meetings of the Tucson City Council and Pima County Board of Supervisors, carrying the message of the business community to those elected bodies. We have embraced the concept that the silent majority must speak up or risk losing any effective voice in our region's future. We take very seriously the mission of the Chamber -- to promote a strong local economy, resulting in business growth, ample employment and improving quality of life for all citizens.

One of the Chamber's Top Four Priorities continues to be improving education and workforce readiness.

- We have lobbied for the restoration of state funding for JTED, and we are relieved to know that the legislature and governor heard us and returned \$29 million to that critical and productive program.
- We have helped drive the Earn to Learn program here in Southern Arizona, under the great leadership of Chamber Board Member Cristie Street and many others. Earn to Learn is having a positive impact in assisting financially challenged young people to afford a university education.
- We have supported the Arizona Board of Regents' efforts to return state support of our universities to a level closer to the Constitution's call for higher education to be "as nearly free as possible."
- We are supporting the Cradle to Career Partnership championed by Past Chairman Tony Penn and his United Way organization. Mike Varney represents us on the Partnership's Leadership Council. C2C, as it is known, has a mission to improve K-12 education, which is fundamental to economic development, and its collective impact approach is precisely what is needed throughout our society if we are to see real growth in prosperity and well-being.

This quarter's edition of *The Chamber Edge* is all about education. You will learn from experts about the situation we face, as well as the many efforts already underway in our region to address our challenges. I hope you will be inspired to get involved in some way, just as the Chamber has done, to make a difference in the lives of our young people -- and in our region's prosperity.

Thomas P. McGovern
Chairman of the Board

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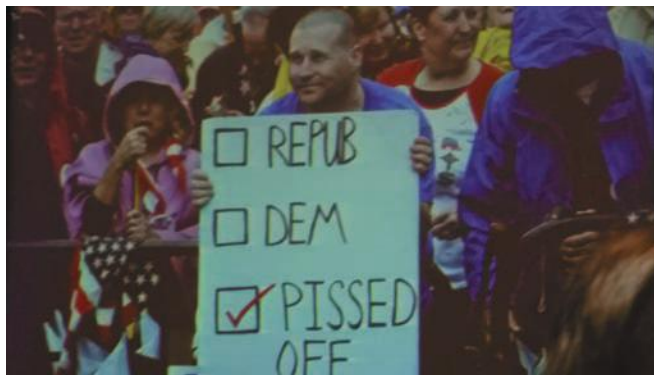
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President's Message

Michael V. Varney
President & CEO

An Election Season Like No Other



Congress has an approval rating around eight percent. We fought an unpopular war in the Middle East, thought we had “won” it then left the area only to see new threats emerge. Polls have indicated that American citizens believe the country has been on the wrong track for almost two decades. Immigration issues have been ignored by presidents and many sessions of Congress. Budgets don’t even get presented for a vote as required by law, but continuing resolutions to fund the government do. Federal spending and the national debt continue to soar into the stratosphere. No one has the cojones to bring up the imminent collapse of Social Security for fear of losing favor with the very senior citizens who will be most affected. Shutting down the government is somehow seen as a grown-up way of sending a message to political opponents. Nasty accusations are lobbed like snowballs in a grade school snowball fight in the name of vilifying the opposition. Is it any wonder we have presidential candidates, regardless of qualification, who are simply offering the “non-establishment” alternative to voters this November?

Is this a crazy time in our history or what?

It seems to me that a lot of people feel an attraction to the “non-establishment” candidates because they are sick and tired of bickering substituting for leadership -- on both sides of the aisle. But what if a non-establishment candidate actually wins? Will they take their oath of office with one hand on their own rule book? Will the bickering and dysfunction stop or get worse? Is there any reason to believe that the non-establishment candidates will be any better at finding middle ground than their “establishment” predecessors?

Think about this. Increased polarization and loss of political civility might just be setting the table for a truly qualified centrist to emerge. People are tired of watching the dysfunction of our elected leaders. Putting stock into a candidate who has a track record of getting things done in the political middle might just end up being what tips the election in November.

Who might that candidate be? The crystal ball is cloudy.

Michael V. Varney
President & CEO

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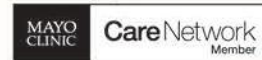
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CORE FUNDAMENTALS

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

Look to the South for Our Region's Future

If you're already tired of the 2016 election cycle, I've got bad news for you: it's only just begun. So far, we have been inundated only with presidential politics, the endless polls and the unfathomable number of debates within both political parties. Soon, Congressional races will be in full swing, followed by our own state legislative races and then our local races. 2016 is going to be a *long* year in politics and even longer during the commercial breaks of your favorite television shows. At least we have the Olympics this summer.

Regardless of the office, jobs and the economy seem to be at the top of most voters concerns. Here at the Chamber, we've been beating that drum for a few years now. We won't change the beat, but it sure is nice to have more people focusing on jobs too.

The U.S. Conference of Mayor's *Metro Economies* report projected the Tucson MSA had a gross metro product of \$37.3 billion in 2015, placing our region 70th in a list of metropolitan statistical area gross metro products. We are 53rd in total population. This substantial difference between the two is our problem as a community – we don't have the wealth we should.

I've written about this issue before, mostly from a statistical perspective. This time I want to point people to a solution: the area referred to as the Sonoran Corridor. If you're not familiar with the term, it is the area south of Valencia from Interstate 19 to Interstate 10. It continues south to a hypothetical extension of Pima Mine Road, east to Harrison Road.

Why that area you ask? It offers access to infrastructure unlike anywhere else in our region: two interstates, an international airport that is expanding, the sole rail port and lots of open land. The area offers a chance for our region to plan, unlike in the past, for a mix of commercial, industrial and residential uses. It accommodates growth in an appropriate manner and will avoid the battles we see elsewhere.

Late in 2015, Pima County had a draft land use concept and a corresponding economic analysis created. The plan is a fantastic start and furthers the work already done around Tucson International Airport and the Air Force Plant #44 facility. Expanding on the Aerospace Corridor concept, it expands beyond just one sector and is a true mix of the industries we desire. It also includes a possible new rail line spur and a restricted access highway to cross the area – the cross-town freeway many have wanted for decades.

The real winner of this potential plan is the economy. With an estimated \$32.2 billion annual economic impact, direct and indirect jobs totaling over 200,000 and an estimated \$9.3 billion in payroll, this is unlike anything I've seen in recent years. While economic impact does not have a direct correlation to gross metro product, economic growth like this would raise our gross metro product to nearly \$70 billion, which would give our region the 50th largest economy, better than the ratio expected from our population.

Now is the time to educate yourself and others. You can find the report, *The Sonoran Corridor – A Regional Economic Development Catalyst*, on Pima County's website, pima.gov, by clicking on Economic Development under the Business tab. Take a look and discuss with those in your circles. Then let your elected leaders know what you think. Only by working together as a community and region will we be able to make this plan happen.

Robert Medler
Vice President of Government Affairs

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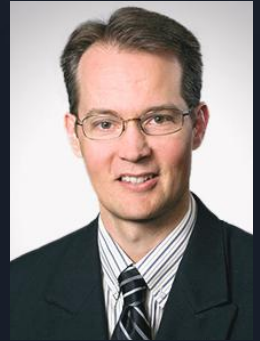
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How to Super-Charge Your Company's Workforce Education Program!

In Arizona, the workforce statistics are grim. Seventeen percent of employable Arizonans don't have a high school diploma or GED. In addition, 530,000 Arizona adults can't read above the fifth grade level. As employers, what can we do?

For starters, employers should familiarize themselves with IRS publication 15-B, which allows employers to reimburse each employee's annual educational expenses up to \$5,250 while simultaneously deducting such expenses.

At my company, AGM Container Controls (AGM), a small Tucson manufacturer with 100 full-time equivalent employees, we've used this deduction since our inception in 1970. We often did so with limited success, as no more than 4 percent of our workforce typically used AGM's Educational Reimbursement Program (ERP) per year. However, our participation rate has recently soared to 24 percent. So, how did we sextuple our success?

First, we make it easier for employees to get reimbursed. A's and B's are now reimbursed at 100 percent and C's at 75 percent. Second, we promote the program year-round, reminding our employees of any impending registration deadlines.

Third, employees who complete job-related classwork receive heftier wage increases. Fourth, we publicly recognize employees for coursework, certifications and degrees completed, as well as honor the top student/employee with AGM's Learn-to-Earn award, which includes a sizable cash prize.

So, what does this program cost AGM? In 2015, 24 employees took 74 courses from four educational institutions, for a total cost of \$33,000, or \$450 per course, including books. In return, these AGM employees became increasingly educated in math, English (reading and writing), technology, business, communications, psychology, management, logistics and science. As such, these employees honed their workplace skills, becoming more likely to succeed in their current positions or better preparing themselves for career advancement opportunities.

AGM's ERP also reimburses employees for non-work-related coursework. Employees can work towards becoming nurses, teachers, social workers, psychologists, counselors, etc. Of course, Tucson benefits whenever AGM helps employees graduate in these help-profession areas.

Many U of A general education classes are simultaneously available at Pima, but at a fraction of the cost, which is 27 percent on average. Pima classes are frequently available during non-work hours, such as on weekends and weeknights. In addition, Pima's class sizes are typically far smaller than the university's, so students get more dedicated instruction. For the aforementioned reasons, AGM employees generally take Pima classes roughly 70 percent of the time.

Finally, business owners should know that Pima's educational expectations are comparable to the U of A's, such that when a Pima student transfers to the university, he/she is typically able to maintain his/her same GPA.

Employers who invest in their employees may reap huge returns on their investment. AGM's productivity per employee has risen 75 percent in the last dozen years, since AGM enhanced our ERP. Management attributes much of this success to our investment in our employees' professional development. So why not consider developing a similar program at your company?

A more educated workforce positively impacts your company and our community. In addition, it helps break the intergenerational cycle of poverty that afflicts our community. This, in turn, should help attract new businesses to metro Tucson.



Howard Stewart
President/CEO,
AGM Container Controls

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1 LEAD GOVERNMENT RELATIONS AND PUBLIC POLICY ADVOCACY

1. **Support public policy that promotes a strong local economy**
 - Convene a sign code task force to address the City of Tucson's oppressive sign regulatory environment
 - Promote expanded international trade
 - Support improvements to transportation and infrastructure
2. **Collaborate on changing the City of Tucson Charter**
 - Work with other groups in the community to create better governance for the City
3. **Advocate for the passage of the Pima County Bond Package**
4. **Elect business friendly candidates to public offices**
 - Southern Arizona Business Political Action Committee (SAZPAC) candidate endorsements
 - Politically-balanced Candidate Evaluation Committee
 - Publish elected official voting records
 - Candidate meet and greet opportunities
5. **Collaborate to increase the voice of business with presentations by business people at every Tucson City Council meeting and every Pima County Board of Supervisors meeting**
6. **Create State Legislative Agenda and advocate for pro-business public policy with state legislature**
7. **Advocate for the preservation and expansion of funding for the Joint Technical Education District (JTED)**
8. **Advocate for issues important to Southern Arizona with federal officials in their Washington, DC offices**

2 DEVELOP THE LOCAL ECONOMY

1. **Execute the Project Prosperity program**
 - Advocate for specific changes in government systems, culture and policies that will improve the public-private interface to help grow our local economy and create more jobs
2. **Advocate for enabling state legislation to create a "new" EIS – Economic Impact Statement statute**
 - Require local government to complete an economic impact statement to be sure new government actions do not cause local businesses undue hardships
3. **Improve Air Service**
 - Collaborate to bring more non-stop flights into and out of Tucson International Airport to make Southern Arizona a more attractive community for business and for tourism
4. **Retail Theft Task Force**
 - Retailers and Law enforcement meet to curb retail theft

3 CHAMPION SMALL BUSINESS

1. **"We Can Help" online help desk**
 - Make the Tucson Metro Chamber your "go to" resource to help you solve your business problems
2. **Make money/save money**
 - Federal procurement "how-to" workshops (by Military Affairs Committee)
 - Office Depot discounts
 - CopperPoint Mutual Insurance bonus dividends
3. **Build relationships**
 - Chamber XChange events
 - Peerspectives CEO support groups
4. **Online resources to grow your business**
 - Tools for Business comprehensive business resource
 - Affordable Care Act information
5. **Business Building Alliance leads group to increase connections and sales**
 - The Business Building Alliance meets regularly to share leads and discuss best practices for growing revenue
6. **Small Business Survey to assess small business needs and challenges**
 - Chamber volunteers survey small businesses to determine areas of need and opportunity so the Chamber can use this information to increase programs and support for small businesses
7. **Small Business Council**
 - Small business owners help the Chamber identify and deliver products and services needed most by small businesses

4 IMPROVE WORKFORCE READINESS AND EDUCATION

1. **Improve workforce readiness**
 - Support the Cradle to Career program to create better alignment between education and private sector employment needs
2. **Drive the new AZ Earn to Learn program**
 - Provide work experience and scholarship funding to U of A students to keep good talent in Southern Arizona
3. **Develop future business leaders by collaborating with the Emerging Leaders Council**
 - Integrate young executives into positions of leadership through mentoring and professional development
4. **Collaborate with Greater Tucson Leadership**

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*Left to right:
Sean, Jack &
Jim Clements*



Improving Education: Gearing Up for Success



The Complicated Task of Educating Arizona



Michael Varney
President & CEO,
Tucson Metro
Chamber

The subject of education is in the news a lot these days. Not just in Arizona, but across the country. Here's why. Companies without qualified workers can't function. Regions without qualified workers can't attract new companies to their communities. High school dropouts populate our prisons and weigh on our social support systems. As Baby Boomers leave the workforce and take with them their experience and expertise there simply aren't enough people in the trailing generations to replace them. Even worse, the education attainment of the trailing generations is not on par with the workforce that is hanging it up.

In his 2016 state of the state address and on many other occasions, Gov. Ducey has made it clear that growing the state's economy is his highest priority. The Tucson Metro Chamber agrees with that premise. But, as always, then comes the "how".

One thing is for certain: without qualified workers our economy will never achieve its full potential. As a result our quality of life is placed in jeopardy.

Increasing education outcomes in Southern Arizona is a complex matter. If there were an easy answer to this issue it would have been found long ago. Yes, we need more funding for this important civic and economic priority. But more money alone is not the answer. Kids need to be ready for kindergarten when their time to enter the pipeline begins -- and the vast majority are not. Reasons for lack of preparation abound, but family structure and the lack of parental involvement are pointed to as two of the culprits along with lack of access to quality pre-school facilities. Social influences on young people are way different than they were on their parents and grandparents. School order, discipline and respect for authority are different than they used to be. Different cultures often place different emphasis on the value of a quality education. And then there is technology -- a factor in modern education that is changing faster than increases in school district budgets.

No matter the enormity of the challenge, as a community we have a moral responsibility to provide the best possible education to our young people. Ditto for keeping Arizona's wheels of industry rolling. There is perhaps no more important state and regional topic than increasing the intellectual capital of our communities.

Educational Excellence



Doug Ducey
Governor,
State of Arizona

Arizona's educational landscape is brightening, with several notable gains. To begin, we are leading nationally in parental choice. By providing families more options for their children's education, we've broken barriers to equity by expanding access to a quality education.

In addition, we have made substantial progress towards giving our educators the dire resources they have been asking for. A vital collaboration between leaders in education and the legislature occurred last year. Both stepped up to settle one of the

most contentious legal issues in Arizona's history. The result: a monumental, bipartisan, 3.5 billion dollar solution that will go to the voters this May. Arizona voters will have a "once in a generation" opportunity to change the trend line in education funding. In the years ahead, Arizona will be among the states investing the most new dollars in public education, all without raising taxes. This is an enormously important first step in the right direction for education funding. However, as I have reiterated, this is only one part of a greater vision and commitment to improve public education in Arizona.

There are also noteworthy areas in public education that we need to improve. For instance, there's a woeful disconnect between education and business in the southwest, as compared with the rest of the country. It's not because we're not prioritizing our young people and preparing them appropriately. Rather, we are not giving them the tools they need to find their pathway— whether that's a four-year degree or technical training. This is a direct result of our school system's focus on high school completion, rather than college and career readiness. Our universities have some of the finest programs in the country and they are tremendous assets to our state and to their student bodies. However, they're also not for everyone and that is the key.

In Arizona and throughout the southwest, where most of our employment opportunities now require trade skills and technical training, we need to counsel our kids early on about the different career options available to them. We need to place the same emphasis on apprenticeships that we do on academics. If we recognize that there are many pathways to success, not just one, we can fill the skills gap our state is currently facing. We can ensure more young people are prepared for the careers they want and were trained for, rather than swimming in student loans with a degree that's not leading to a job.

A transformation of this scale requires broad community involvement, especially in raising awareness of the unending opportunities and potential for our youth. By shifting our school system's culture to one that focuses on career guidance, we will empower young people to explore their options, identify and foster their interests, and prepare them with the skills to lead successful lives.

Having spent most of my career in the private sector, I understand the important, intertwined link between business and education. That's why our administration has been working hard to not only improve educational results, but to bring business leaders into the discussion. I'm committed to a solution-based approach to improving education in Arizona, and I wholeheartedly value and welcome Southern Arizona's collaboration in order to get it done.





Southern Arizona's Talent Gap: Meeting the Demand



Joe Snell
President & CEO,
Sun Corridor Inc.

The need for a talented workforce is critical for both business and regional competitiveness in domestic and global markets. Klaus Schwab, founder and chairman on the World Economic Forum said, "The success of any national or business model for competitiveness in the future will be placed less on capital and much more on talent." We must ensure that talent becomes a competitive advantage for Southern Arizona.

Sun Corridor Inc. has long viewed talent as an important component of economic development. Surveys of companies considering relocation or expansion routinely show that finding qualified workers to fill the company's demand is their top site selection criteria. This includes many elements such as the ability for the community to provide a future workforce; a top K-12 education system (both to provide a long term pipeline of workers as well as immediate quality education options for employee families); opportunities for job training and retraining; and higher education excellence. So, clearly a region can only be competitive on the shoulders of a strong workforce.

In 2009, we conducted an industry-wide survey to assess the number of vacant positions in the region and found 2,200 open positions. These openings were at a time when the economy was reeling. Today, that number hasn't changed much and has, in fact, increased: the 2014 Blueprint Update survey put the number closer to 2,500.

Why are we stuck? The Tucson region still struggles with providing a qualified talent pool to meet the demand of the current and future economy. It's clear that understanding the "demand-side" of the equation and addressing regional talent issues is now more critical than ever. Our 2014 Blueprint Update offers solutions to these challenges:

- The industry sectors and education and training institutions (K-12, Career-Technical education and higher education) must engage with each other on a more productive and frequent basis to better understand industry needs. School districts and education and training institutions should coordinate their curriculum to build the skills necessary to fill high-wage positions.
- The business community should strengthen and operationalize its relationship with the Workforce Investment Board (WIB) to implement a shared vision of sustained workforce development. Industry leaders must work with education to expand internship opportunities that will also act as a vehicle for companies to form better and longer lasting partnerships with the University and other key institutions.
- The region should align its talent development strategies with downtown revitalization efforts to expand opportunities for live, work and play options, which is critical to the attraction of today's talent.
- Elements of the solution to the region's talent dilemma are in place, but are disconnected from each other. A systemic approach is needed to connect these pockets of excellence.

What's the Secret to Living Longer and Enjoying Better Health and Wealth In a Safe Place?

University of Arizona College of Education Dean Ron Marx takes a look at what's behind the big picture



Dean Ron Marx
University of Arizona
College of Education

Everyone agrees. There are no doubters. A good education is good for people. Over a lifetime, college graduates will earn about twice as much as high school graduates. And high school dropouts are more or less doomed to a life of low-wage jobs or, even worse, long spells of joblessness and poverty.

We also have wide agreement that, in addition to personal financial benefits, good education is good for the economy. States and communities with better

education systems and more graduates attract the new jobs in the new economy. These conclusions have few naysayers.

But this portrait is incomplete. There are many more benefits to a good education than purely economic. Like all things in life, the picture is more complicated. Better educated communities and better educated countries enjoy many advantages when the aggregate education level rises. What are some of these advantages?

Let's start with longevity and health. Data from the Organization for Economic Cooperation and Development (OECD) show that for American women who are 30 years old today, college graduates will live five and a half years longer than nongraduates. For men, the spread is eight years. I am a grandfather and those extra eight years will allow me to spend much more time with Samuel, Talia, and Isabel.

The social costs for healthcare of citizens with lower education are significant. High school and college graduates use public-funded health care programs far less than do high school dropouts. High school graduates enroll in Medicaid at half the rates of dropouts, and college graduates rarely use Medicaid. Even Medicare costs are lower for more educated citizens. I have a great education, and I am 70, still working, and not drawing on Medicare. Depending on demographics, we can spend as much as 15 times the amount on public healthcare for dropouts than for graduates. If you don't like publicly funded health care programs, then you should strongly support a better education system.

People with more education are not only healthier, they are more law-abiding. In Arizona, the 2016 corrections budget is \$1.13 billion, with about 95 percent — more than \$1 billion — paid for by the state taxpayers. We have the dubious distinction of being among the top five states in the nation for high incarceration rates. High school dropouts nationally account for about 20 percent of the people, yet they account for more than 50 percent of the incarcerated population. By reducing the national dropout rate for boys nationally, the country would save about \$18 billion annually. Here in Arizona, the Alliance for Excellent Education estimates that we could save as much as \$400 million in corrections costs and have the added bonus of nearly \$30 million more in personal income. And this does not even address the costs of policing our communities where educational attainment is low and crime is higher.

Better educated, healthier, and more law-abiding members of our community also are more committed to our democracy and our public institutions. Our democracy cannot endure if our citizens do not participate and exercise the rights and duties of citizenship. Civic participation is highly related to education. In fact, the connection between education and voting is one area in which the United States is an undisputed world leader, but unfortunately not for the right reasons. OECD has compared voting behavior in developed countries. These data show that for older voters between 55-64, the gap in voting between high school dropouts and college graduates is about 40 percent. But for younger voters between 25-34, the gap is more than 50 percent. High school graduates vote at a 45 percent rate, yet college graduates vote at a 73 percent rate. No other developed country has a voting gap associated with educational attainment as big as ours.

Given these statistics, it is clear that a strong education system with a high number of high school and college graduates has almost incalculable benefits to individuals and to society. We must have a strong education system in our state or the consequences are abundantly clear. And they do not paint a happy picture.





Pima Community College as the Workforce Engine for Southern Arizona



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

Pima Community College (PCC) was founded in 1966 in response to the growing workforce and diverse needs of the city population. Since their inception in 1901—in Joliet, IL, community colleges have been recognized as significant economic engines for thousands of students of all ages, to complete courses, certificates and degrees enabling them to directly enter the workforce, or transfer to universities—while mutually preparing them for high-skill, high-wage occupations.

In the years following this past and most noted Great Recession, the American economy struggled to regain its economic pace, and policymakers are turning to education to help meet the high demands of a skilled and educated workforce. According to the Georgetown Center on Education and the Workforce, by 2020, 65 percent of all American jobs will require some form of post-secondary degree or credential, but the current rate at which colleges and universities are awarding them will fall short by roughly five million. Increasingly, businesses and policymakers are turning to community colleges to help fill these workforce gaps and educate the growing student body, predominately made up of historically underperforming student populations. PCC has kept pace with the changing role of community colleges with successful strategies and innovative programs to increase student success and fill the needs of today's workforce.

For decades the statistics in specific health science fields have demonstrated the impact of community colleges. For example, 60 percent of all registered nurses (R.N.) in the United States received their degree from U.S. community colleges. This statistic holds true for Pima County as well. Other distinct important workforce PCC programs include:

1. **Aviation Technology**—this is a growing field and labor market data documents that the workforce needs surpass existing supply in this critical sector for Arizona

and the U.S. As skilled technicians retire or relocate in the Southwest Region, Pima Community College is working to expand its already successful aviation program so it can better meet the needs of aviation employers.

2. **Advanced Manufacturing/Mechatronics**—Raytheon is a long-standing Tucson manufacturing leader with great investment in the development and sustainability of advanced manufacturing/mechatronics programs. They have created patented approaches to fabrication, automation, engineering, design, prototyping and electronics, and require skilled technicians with broad skills that can be applied to multiple contexts/product lines. This also requires PCC faculty to keep up with the latest manufacturing techniques, continually train and develop their own skill sets and acquire the latest professional development and integrated training.
3. **BioScience**—BioScience, including biomedical device manufacturing and bioscience laboratory technology, is an important and growing sector for Southern Arizona. As with advanced manufacturing, BioScience is less occupationally specific and more an interdisciplinary technical field that requires students to possess knowledge and STEM skills—most notably in biology, clinical science, chemistry, histology, electronics, design and manufacturing.

The economy and national demographics are changing, and in this new and evolving work environment, community colleges are targeted to be the driving force behind the future workforce. Community colleges enroll almost half of all American undergraduates in public institutions—6.5 million, or 46 percent—and about five million additional students who take classes for job skills or certificates. These numbers are expected to be noticeably higher over the next few years as more people look to gain or improve their work skills. Pima Community College is prepared to serve the students of today with proven programs and support newly emerging workforce and industry demands of the future.

EDUCATION AND

UNEMPLOYMENT RATE IN 2014

15%

10%

5%

0

Note: Earnings for year-round full-time workers 25 years and over; unemployment rate for those 25 and over

Source: Bureau of the Census; Bureau of Labor Statistics

http://www.census.gov/hhes/www/cpstables/032014/perinc/pinc03_1_1_2_1.xls

1.9

**PROFESSIONAL
DEGREE**

2.1

**DOCTORATE
DEGREE**

2.8

**MASTER'S
DEGREE**

3.5

**BACHELOR'S
DEGREE**

4.5

**ASSOCIATE
DEGREE**

6.0

**SOME COLLEGE,
NO DEGREE**

6.0

**HIGH SCHOOL
GRADUATE**

9.0

**LESS THAN
HIGH SCHOOL**

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TRAINING PAY

MEAN EARNINGS IN 2013

0 20 40 60 80 100 120 140 160

\$161,381

\$128,209

\$90,134

\$71,710

\$51,165

\$49,750

\$42,383

\$35,430

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Tucson Unified and the Power of Partnerships



Dr. H.T. Sánchez
Superintendent,
Tucson Unified School
District

I had the opportunity to reflect on some of Tucson Unified's accomplishments and look to the future as I prepared to deliver the State of the District address on February 22 at Tucson High Magnet School.

One of the exciting things I had the honor of talking about is the importance of raising our voices for issues that are important to our community. We saw this power in the recent fight for Career and Technical Education funding, which was threatened by legislation passed last year

that would have gutted existing programs.

Career and Technical Education (CTE) isn't just about preparing students for jobs after high school. Statistics show that students who take at least one CTE or Joint Technical Education District (JTED) class have a 96 percent graduation rate, far above the state average of 75.76 percent. In Pima County, 17,582 students are enrolled in at least one CTE course. That's more than half of the 33,830 high school students in the county who benefit from these classes and who will most likely go on to become job applicants at businesses in Tucson and throughout the state.

Together, parents, teachers, community groups and business leaders worked to show our lawmakers why CTE and JTED are an essential component of education in Arizona. The hard work paid off, and our legislators came to a consensus, passing a law that enables us to continue to offer classes and programs in career-focused areas including culinary arts, precision auto mechanics, welding, aviation and more.

Looking ahead, we have another opportunity for the community to come together for the betterment of education and for the city as a whole. Tucson Unified is asking people from all walks of life to make their voices heard as we develop our Facilities Master Plan, which will be the roadmap for maintenance and improvement in our school buildings and facilities across our 230 square miles.

A few interesting facts about the district:

- We have 8 million square feet of facilities.
- The state budget allocates 40 cents per square foot for repairs and maintenance, far below the industry standard of about \$2.50.
- We have 26,728 computers on our network.
- Our maintenance staff changes 57,000 filters every year in 197 sizes.
- The average age of our school buildings is 46 years.

Without a plan for how we are going to not just maintain these facilities but move forward with the rest of the world, Tucson Unified will become stagnant and eventually will decline. We must put our energy, our ideas and our imaginations into developing the plan, and we must do it together as parents, community members and business leaders.

I was excited to show the audience at the State of the District address a video that explains what the Facilities Master Plan means for Tucson Unified and the wider Tucson community. I hope you will take a few minutes to watch the video at <https://www.youtube.com/watch?v=FzwQKENRSAA>. Then, go to www.tusd1.org/facilities to become involved.

As we have learned through the CTE/JTED experience, this community is powerful when we lift our voices and work together to make positive change. Please join us as we chart the course for the future.



Thanks to You, We're Still Able to Put People to Work



Alan L. Storm, Ph.D.
Superintendent/CEO,
Pima County JTED

On November 7, 2006 voters across Pima County (11 school districts) voted to approve Proposition 400, taxing themselves 5 cents per hundred dollars of secondary assessed valuation, thus creating the Pima County Joint Technical Education District (JTED). Pima County JTED is an umbrella district, overseeing Career and Technical Education (CTE) "Satellite" programs in every high school in the county. JTED also offers "Central Campus" CTE programs at 10 locations throughout Greater Tucson.

From its inception on July 1, 2007, Pima County JTED grew from 12,000 students to almost 22,000 in 2010. In 2011, the state legislature cut funding by almost 40 percent, taking away all funding from ninth grade students, dropping total enrollment back to about 13,500. Since 2011, Pima JTED has increased to more than 16,000 students, even without enrollment of ninth grade students.

While JTED still offers traditional "vocational" courses such as automotive technology and construction trades, CTE programs also include licensed nursing assistant, certified medical assistant, engineering, veterinary assistant, precision manufacturing, emergency medical technician, physical therapy aide, bioscience, fire science and many more--more than 70 different programs throughout Pima County, plus Rio Rico High School and San Manuel High School.

On March 3, 2015, the legislature and governor approved a decrease in funding of \$30 million for the 14 JTEDs statewide, to take effect July 1, 2016--a whopping 45 percent cut! Over the past 11 months, business and industry partners, chambers of commerce, public and private businesses and organizations have stepped up to fight these budget cuts. There has been a huge ground-swell of outrage from all across Arizona, realizing that cutting career and technical education programs hurts workforce and economic development.

After eleven months of work with both houses of the legislature and the governor's office, we won on February 17 of this year. With a unanimous vote of the members of the house, and a unanimous vote of the members of the senate, and the governor's signature, the cut that was approved in March of 2015 was overturned. The \$30 million cut that would have been enacted on July 1, 2016 will now be only a \$1 million cut--a return of \$29 million to the budgets of the 14 statewide JTEDs. We won--our kids--amazing young men and women--will be able to continue to enroll in high quality career and technical education programs leading them to certifications and licenses for direct employment, as well as on to postsecondary education. JTED will still be here in the future to move students to careers and college.

With that said, I wish I could personally shake the hand of every person who worked to help get this legislation changed by contacting legislators and the governor. Since I will never be able to do that because the number is so incredibly large, please know that I will be eternally grateful to business and industry leaders, chambers of commerce, community partners, concerned citizens, educational advocacy networks, education leaders, industry and trade organizations, local and state elected officials, local and state media, students and parents!



WE'RE HERE TO MOVE STUDENTS TO CAREERS & COLLEGE THANKS TO YOUR ADVOCACY AND SUPPORT!

PIMA COUNTY JTED

BUSINESS AND INDUSTRY LEADERS • CHAMBERS OF COMMERCE •
COMMUNITY PARTNERS • CONCERNED CITIZENS • EDUCATIONAL ADVOCACY NETWORKS • EDUCATION LEADERS •
INDUSTRY & TRADE ORGANIZATIONS • LOCAL & STATE ELECTED OFFICIALS • LOCAL & STATE MEDIA • STUDENTS & PARENTS

Charting Our Course



Jon Kasle
Co-Chair,
Cradle to Career
Leadership Council;
VP of Communications
and External Affairs,
Raytheon

For too long the business community has faced shortfalls in the numbers of available, highly qualified workers necessary to most effectively grow their operations. An emerging partnership has the goal of moving Pima County from talk and hand-wringing to action and confidence on this critical aspect of business health and economic development.



Vicki Balentine
Co-Chair,
Cradle to Career
Leadership Council;
Education Consultant

Reaching the goal of success for every student requires a cradle to career approach to education, coupled with intentional efforts to eliminate disparities that inhibit students from achieving. Solving the education crisis is complex and community leaders must have the opportunity to co-develop local strategies with student outcomes at the center. This begins with laser focused attention on data to identify problems and then use data-driven actions to address, monitor and improve results. This is exactly what successful companies do to continually improve products as well as create efficiencies. We are using and applying this methodology toward improving education and work readiness outcomes for our young people.

Launched last spring, the Cradle to Career Partnership (C2C), is the vehicle using this approach across systems. Comprised of 35 C-level executives from across sectors, the Leadership Council provides the governance to carry out the mission to prepare every child in Pima County for success in school and life ensuring the economic vitality of our community. Six key milestones to address along the birth to career continuum are depicted below.

The first year of this work has been focused on building a strong foundation for the partnership by collecting and analyzing data to identify the baseline for each of these areas.

The C2C baseline data report, "Charting our Course," released last month, provides the measures associated with the outcome areas for the region. The overall data confirms the need for our work. Many children in our region fall far below the thresholds necessary to achieve success in this competitive global economy. The good news is that we can do something about it. This baseline data report is the start of a movement of action to solve these challenges. This will be a long journey but C2C is committed to improving outcomes in Pima County. For more information, visit www.c2cpima.org.





More Than 30 Arizona Groups Get Behind a Shared Vision and Progress Indicators for Education



Pearl Chang Esau
President & CEO,
Expect More Arizona

With almost 70 percent of jobs in Arizona now requiring some form of job training or degree beyond a high school diploma, increasing the state's post-secondary attainment rate is a critical strategy to ensuring a competitive climate for job attraction and creation and making Arizona a great place to live. To get there, Arizona must have a world-class education system, from the early years through career.

As nonpartisan, nonprofit organizations both committed to Arizona's future, Expect More Arizona and the Center for the Future of Arizona collaborated to elevate a set of widely accepted indicators by which Arizonans can measure our state's progress, celebrate successes and take action together. The Arizona Education Progress Meter includes indicators that start with the early years and continue through each important milestone leading up to graduating high school and achieving career training or a degree.

The groups worked closely with the Morrison Institute for Public Policy at Arizona State University on data collection. The progress meter utilizes the most current data available to create a simple, visual way to assess the status of education, both for the state as a whole and for individual counties where available. Each indicator includes additional resources, examples of excellence and ways to take action.

More than 30 leading business and education organizations across the state, including the Tucson Metro Chamber, have joined together in supporting this set of indicators and encouraging Arizonans to get engaged. Take a moment to check out the site at expectmorearizona.org/progress.



The education progress meter represents key milestones on the path to improving educational opportunities and outcomes for all Arizonans. Progress made in each area will ultimately create a more prosperous economy, ensure students have the knowledge and credentials necessary for good jobs and improve the civic health of communities. With a shared vision and commitment to improving education opportunities and outcomes for all students, we can work together to make a difference.

Expect More Arizona is a statewide nonprofit education advocacy organization that champions a world-class education – from the early years through career – for every child. Learn more at ExpectMoreArizona.org.



Arizona Students are Earning to Learn

Arizona leads the nation with breakthrough approach to needs-based financial aid for college students



Kate Hoffman
Executive Director,
Earn to Learn

In the midst of a national debate around student debt and access to higher education, Arizona is transforming needs-based financial aid and increasing college success for many students. Arizona's new innovative model deserves the attention of thought leaders, policy experts and lawmakers looking for ways to tackle poverty, improve access to education, and develop the workforce of the future.

In 2012, Arizona's three public universities - Arizona State University, Northern Arizona University and the University of Arizona - working in conjunction with an Arizona based nonprofit, launched **Earn to Learn**, a needs-based financial aid program that pairs financial aid for low-income families with the requirement that students participate in a savings plan for their education, as well as extensive financial literacy, success coaching and college and workforce readiness training.

Enlisting students as investors in their own education while empowering them with financial literacy promotes their investment in their own education and helps them navigate their personal financial responsibility during college years and beyond. It's a groundbreaking approach with remarkable results.

The first program of its kind in the nation, **Earn to Learn** is funded with federal grants from the United States Department of Health and Human Services/Assets for Independence (AFI) program provided to the three state universities, each of which provide matching funds. This program marked the first time in the federal agency's history that state universities applied for and received matching funds for a scholarship program of this nature.

The program resonates strongly with business, corporate and industry partners who recognize the link between college success and workforce development. Corporate funders include Western Alliance Bank, Citibank, Wells Fargo, Raytheon, Hughes Federal Credit Union, Vantage West Credit Union, National Bank of Arizona and Mutual of Omaha.

To be eligible for **Earn to Learn**, students must meet the individual university requirements: students' families must earn less than 200 percent of the federal poverty level; students must save at least \$25 per month in a special Individual Development Account (IDA) for a minimum of six months after enrolling in the program; and they must complete financial education classes, and receive one-on-one financial coaching and college readiness training. Eligible students then qualify to receive \$8 for every \$1 they save. The \$4,000 in matching funds - \$2,000 from the federal grant and \$2,000 from the university - can be used for tuition, books and approved education-related expenses at one of the three state universities.

The matched-savings account concept has been proven as a way to help low-income individuals and families develop their financial and educational assets in an effort to escape the cycle of poverty and transform the economy around them.

To date, close to 1,000 students have successfully saved over \$500,000, which is matched 8:1, qualifying them to receive \$4 million in scholarship funding for tuition, books, fees, and other approved education related expenses. More than 10,000 hours of financial education have been provided to students, and 96 percent of participants are meeting their monthly savings goals. Most significantly, 74 percent of **Earn to Learn** students are the first generation in their family to attend college.

For more information, visit www.earntolearn.org



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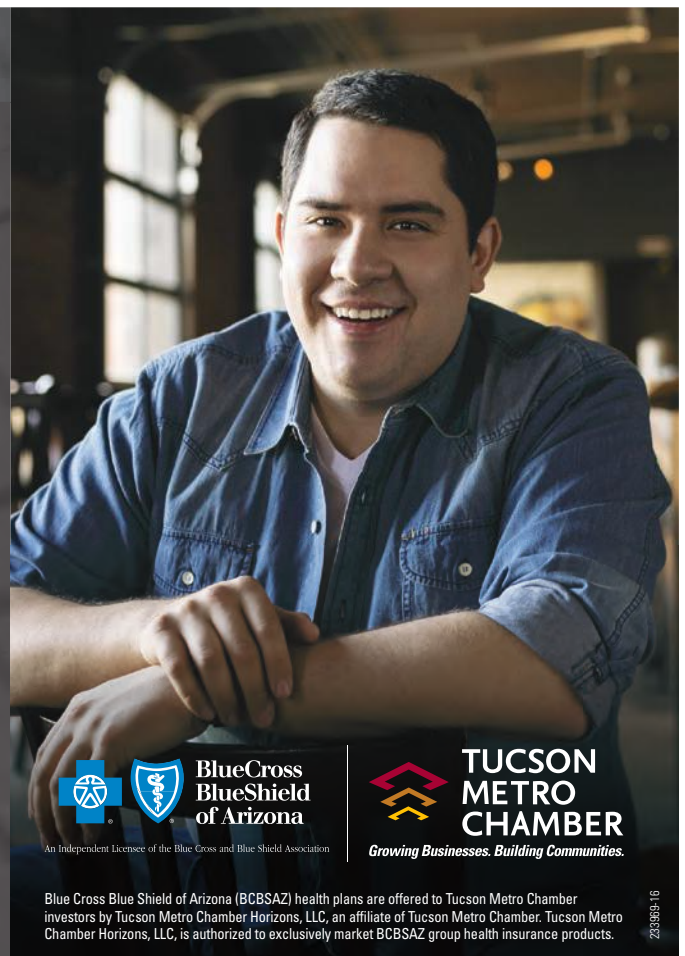
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2 Choice of doctors and hospitals is more limited in some counties.

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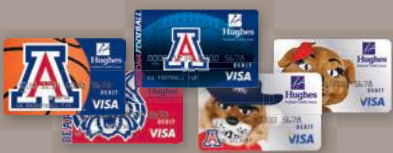
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**TUCSON
METRO
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2016 Will Be a Busy Year at Tucson International Airport

This is going to be a busy year at Tucson International Airport.

It certainly started off strong. Our monthly airline passenger total increased by 4.6 percent over January 2015. That was the largest year-over-year January increase in 10 years.

Also this year, the Tucson Airport Authority is preparing for some exciting changes that will modernize the terminal at Tucson International Airport as well as add to the \$3.2 billion economic impact the airport already contributes to the region.

This summer, the Terminal Optimization Plan, also known as the TOP Project, will begin. The TOP Project will significantly improve the airport and will add hundreds of jobs to the economy through a multi-phased construction project throughout the terminal. The estimated cost for the project is \$28 million.

The TOP Project is expected to start this summer with a completion date in fall of 2017. Part of the TOP Project will relocate and extend security checkpoints on both sides of the terminal to better utilize terminal space and most importantly to improve the passenger screening process.

A composure area will be provided just past the security checkpoints to provide passengers a seating area to compose themselves after going through security. The composure areas will then lead directly to the gates, while passing new designated retail spaces.

In addition, there are plans to create exciting new post-security amenities for travelers who have time to spare. Amenities to be added include business centers and children's play areas on both concourses. More and new retail and dining options will also be added. Extensive outreach has been done to promote local flavor entering the airport.

An exciting pre-security feature is the addition of a restaurant that will overlook the Catalinas in the center gallery area. Nearby, will be a consolidated retail concessionaire in the terminal center core.

The TOP Project is just one of the many things that the Tucson Airport Authority is doing to ensure the long-term viability and stability of the airport.

During this same time, TAA will begin construction to install solar canopies on the balance of the parking lots in front of the terminal, which would be Phase II of our Solar Project. The canopies that are currently over the Daily Parking Lot spaces have been well-received and are feeding power to the terminal. When Phase II is completed, we anticipate power usage being reduced 68-70 percent. This is a true model project for our Solar City.



Bonnie Allin
President and CEO,
Tucson Airport Authority



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Humberto S. Lopez

President
HSL Properties Inc.



Melody Reyes

Vice President and General Manager
Suddath Relocation Systems of
Arizona, LLC

EDUCATION: B.S. from the University of Arizona with an accounting major

ORIGINALLY FROM: Nogales, Arizona

IN TUCSON AREA SINCE: 1980

FAMILY: Wife - Czarina, Daughters Iovanna and Iliana, four grandchildren

PROUDEST ACCOMPLISHMENTS:

My daughters and the founding of HSL Properties that recently celebrated its 40th anniversary

BIGGEST PROFESSIONAL CHALLENGE:

None too big to tackle

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

Treat others as you would like to be treated. Share your knowledge and wealth -- Your integrity defines you, treasure it and protect it. Don't be afraid to fail for those are the lessons that make you stronger. Tucson has a long way to go. Let's all work together.

TOP THREE THINGS ON MY BUCKET LIST:

1. Play a round of golf in Augusta, the home of the Masters Tournament
2. Visit all 7 continents of which I have yet to visit Australia and Antarctica
3. Visit all 13 Presidential Libraries

ORIGINALLY FROM: Ohio

IN TUCSON AREA SINCE: 1977

FAMILY: Married with two sons, ages 16 and 24. My husband is a Tucson native who recently retired after serving 25 years with the Tucson Police Department.

PROUDEST ACCOMPLISHMENTS:

Achieving personal and professional success despite becoming a single mother at age 19 and watching my two sons grow into independent, responsible, hard-working adults.

BIGGEST PROFESSIONAL CHALLENGE:

The transportation industry, particularly trucking and warehousing, continues to be male-dominant. My biggest challenges have been overcoming the obstacles that come with being a woman in this industry in order to achieve my professional goals.

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

The transportation industry touches every Tucsonan each and every day in ways we, as consumers, do not think about. Look around, most things we see in our community arrived to Tucson through some sort of transportation mode, whether it's the chairs we sit on at a local restaurant or the security machines at Tucson International Airport, they all had to get here somehow. At Suddath we are proud to offer a diverse suite of services that provides warehousing and transportation for both commercial and residential needs. We are in a position to support new businesses coming to Tucson with everything from transportation and warehousing of the fixtures for their building, installing the furniture for their offices, and relocating the families of their employees. I feel fortunate to have the opportunity to lead an organization that contributes to the growth of our great community.

TOP THREE THINGS ON MY BUCKET LIST:

1. Spontaneous road trip throughout the US visiting historical sites and experiencing the culture in each of the 48 contiguous states
2. Alaskan cruise with the entire family, to include a fly fishing excursion
3. Drive a top-fuel dragster or jet car (I love to drive fast)



William R. Assenmacher
CEO
CAID Industries, Inc.

EDUCATION: B.S. Mechanical Engineering

ORIGINALLY FROM: Michigan

IN TUCSON AREA SINCE: Summer of 1969; Attended the UofA

FAMILY: Wife - Molly; Daughter - Meghan; Son - Rob; five grandchildren

PROUDEST ACCOMPLISHMENTS:

Built up a fair size \$45-\$60MM business that manufactures a wide variety of engineered products. In some cases our export sales exceed our domestic sales.

BIGGEST PROFESSIONAL CHALLENGE:

Training the next generation of managers for today and tomorrow's business challenges.

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

We need to focus on jobs and promote Tucson as a great place to work and live. Our city and county government needs to be more business friendly.

TOP THREE THINGS ON MY BUCKET LIST:

1. Spend more time in Lake Tahoe in the summer
2. Spend a lot more time with my five grandchildren
3. Visit the Alps in Central Europe annually



Nancy Johnson, RN, PhD
CEO
El Rio Community Health Center

EDUCATION: RN, MSN, MS, PhD

ORIGINALLY FROM: Pennsylvania

IN TUCSON AREA SINCE: 1982

FAMILY: Husband: Lane Johnson; Children: Katherine; David; Danny; Christopher and Cassidy

PROUDEST ACCOMPLISHMENTS:

1. My wonderful family
2. Textbook published "The Care of the Underserved"
3. Receipt of the Cecil B Hart Humanitarian Award

BIGGEST PROFESSIONAL CHALLENGE:

Continuing to create and catalyze change in the healthcare system.

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

Make time for your own health every day!

TOP THINGS ON MY BUCKET LIST:

1. Optimize health for our community
2. More hiking trips



HURF Distributions Should be More Equitable Among Counties

Last year, the state auditor general, in a report to the Legislature, said that over the next 20 years, Arizona's transportation infrastructure funding will be \$66 billion short of what is needed to maintain "minimal acceptable conditions" for the state's transportation system.

Arizona's business leaders, chambers of commerce, industry and trade groups, counties (including Pima), municipalities and the state's Transportation Board have for the past several years lobbied the state Legislature for an increase in state transportation infrastructure funding.

The state's primary method of transportation funding – the 18-cent per gallon gas tax – hasn't been raised since 1991. In that time, inflation and improved vehicle mileage have reduced the purchasing power of the gas tax to the point that a dollar in gas tax today can buy only about a quarter of what a dollar could 25 years ago.

It is abundantly clear our current state leaders have a philosophical and political resistance to any kind of tax increase. The fact that state law requires a two-thirds vote of the Legislature to raise a tax means proper and adequate funding of our state's roads and highways is far in the future, if it ever occurs.

But that doesn't mean the legislature couldn't take measures to fix other problems with the state's transportation funding methods, especially for Pima County, that don't require a two-thirds vote of the legislature.

Gas and other fuel taxes are aggregated into the Highway User Revenue Fund (HURF), which the state then disperses via a complicated formula to ADOT, counties and municipalities.

The first funding fix should be the state no longer raiding HURF to balance its budget. If it did so, it would add about \$90 million a year back to the distribution formula for ADOT and state jurisdictions.

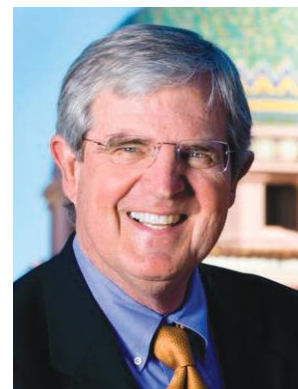
Secondly, the legislature should adjust the funding formula to be more equitable. The state uses a "point-of-sale" factor in the distribution formula that results in a disproportionate amount of HURF funding allocated to Maricopa County.

The table to the right shows how Maricopa County gets nearly three times per capita the HURF funding Pima County gets, based on unincorporated population, which is where counties have highway maintenance responsibilities. More than 90 percent of Maricopa County's population lives in municipalities. Barely 64 percent of Pima County's population is in cities or towns.

This simple change in the funding formula would increase by a third the state's HURF distribution to Pima County, which would go a long way toward helping us solve our serious pavement preservation problem.

Almost every state in the country over the past decade has increased its transportation funding in order to maintain vital infrastructure and to remain economically competitive. Arizona is one of fewer than 10 holdouts.

If we're not going to keep up with the rest of the country, then we should at least be fair about how we distribute the transportation funding we do have.



Chuck Huckelberry
Pima County Administrator



Fiscal Year 2014/15 Per Capital HURF Revenue by County

County	County HURF Revenue Allocation	Unincorporated Population, 2010 Census	Per Capita HURF Revenue	Per Capita Rank
Apache	\$ 6,396,769.27	61,192	\$104.54	14
Cochise	7,586,843.95	52,410	144.76	07
Coconino	9,040,356.54	53,567	168.77	04
Gila	3,529,256.10	25,602	137.85	08
Graham	2,293,193.03	20,402	112.40	12
Greenlee	880,475.57	4,430	198.75	03
La Paz	3,653,987.72	13,729	266.15	02
Maricopa	97,698,476.39	284,404	343.52	01
Mohave	11,543,436.75	75,230	153.44	06
Navajo	7,653,220.50	68,097	112.39	13
Pima	40,762,362.68	353,264	115.39	11
Pinal	18,291,170.86	187,517	97.54	15
Santa Cruz	3,216,374.35	25,670	125.30	10
Yavapai	10,918,936.01	83,782	130.33	09
Yuma	9,775,872.69	60,013	162.90	05
Statewide Total	\$233,240,732.41	1,369,309	\$158.27	

Statewide Average Per Capita County HURF Revenue = \$158.27.

Source for FY 2015 HURF = ADOT.

One of the primary reasons Pima County is unable to adequately fund pavement repair and maintenance is the inequitable distribution of Highway User Revenue Funds (HURF) among counties. The table to the left shows Arizona's 15 counties, their unincorporated populations and the value of their currently received HURF on a per capita basis.



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wellsfargo.com/appointments to make an appointment.

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Open door policy... all the way up to our CEO.



A true leader has to have a genuine open-door policy so that his people are not
afraid to approach him for any reason. — *Harold S. Geneene*

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**COPPER
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Tucson Gem and Mineral Society, Inc.



TUCSON
GEM & MINERAL
SOCIETY



MARK A. MARIKOS
PRESIDENT

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

The Tucson Gem and Mineral Society was founded in 1946 and began as a small group of individuals interested in the hobby of mineral collecting and lapidary. The Society's intent from the start was to further the knowledge and encourage study in geology, mineralogy and related earth sciences.

What are some of the challenges that your organization faces?

The Society wants to help educate the general public about how the field of "earth sciences" affects their everyday life. We continue this mission by supporting the U of A Geology Department, offering scholarships to graduate students at U of A, providing educational classes to schools (all grades), and donating to the Southern Arizona Science and Engineering Fair to further their class interest.

Our challenges are to make ourselves known and provide information related to earth sciences. Plus, for the general public to understand that the Tucson Gem and Mineral Show® is our primary fund raiser that allows our Society and educational programs to function all year long.

EXPLORE

DISCOVER

SHARE



TUCSON
GEM & MINERAL
SOCIETY

WWW.TGMS.ORG

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

We'd like to introduce the Tucson Gem and Mineral Society to businesses who might be interested in donating to (or sponsoring) Society functions and/or show functions.

The University of Arizona Foundation



THE UNIVERSITY OF ARIZONA
FOUNDATION



JOHN-PAUL ROCZNIAK
INTERIM PRESIDENT & CEO

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

Established in 1958, the University of Arizona Foundation is an independent, privately-governed nonprofit corporation whose mission is to support the University of Arizona by building relationships, securing philanthropic support, and stewarding assets. In April 2014, the UA Foundation and the UA publicly launched *Arizona NOW*, a \$1.5 billion comprehensive fundraising campaign designed to enhance the University's position as a leader in research and discovery. *Arizona NOW* will create new experiences for students, faculty, fans, and local and global communities.

What are some of the challenges that your organization faces?

We see tremendous opportunities to grow the University of Arizona's endowment. Valued at \$673 million as of June 30, 2015, the endowment is relatively small for an institution of the UA's size. In fact, it is ranked in the bottom third by size compared to 14 institutional peers. But building the endowment can lead to more support for students and University initiatives in perpetuity.



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

The UA Foundation can help the business community make a difference at the UA. Through philanthropy, corporations and businesses can demonstrate their commitment to higher education, challenge others to give, and support students and faculty. It is a way to demonstrate social responsibility and an investment in our community. We are here to help build relationships with the business community and ensure that businesses receive recognition and celebration for their generosity.

New Members

February

Arizona Game and Fish Department

P (520) 628-5376
www.azgfd.gov
GOVERNMENT OFFICES

Barkback

P (800) 935-9793
www.barkback.com
TECHNOLOGY

Buffalo Wild Wings Grill & Bar

P (520) 296-8409
www.buffalowildwings.com
RESTAURANT - AMERICAN
BARS

Compania de Danza Folklorica Arizona

P (520) 248-9277
ORGANIZATIONS AND/OR ASSOCIATIONS

Cummins Rocky Mountain

P (623) 474-2600
www.cumminsrockymountain.com
ENGINES

Illegal Pete's

P (520) 352-1340
www.illegalpetes.com
RESTAURANT - MEXICAN

Kinghorn Heritage Law Group, PLC

P (520) 529-4000
www.KHarizona.com
ATTORNEYS

Mentoring Tucson's Kids

P (520) 624-4765
www.mentoringtucsonskids.org
ORGANIZATIONS AND/OR ASSOCIATIONS

Nesco Resource

P (520) 389-6987
www.nescoresource.com
EMPLOYMENT SERVICES AND/OR AGENCIES

Office design & Furnishings, LLC

P (734) 217-2717
www.officedesignllc.com
OFFICE EQUIPMENT AND/OR FURNITURE

Schooley Mitchell

P (520) 447-7921
www.schooleymitchell.com/blutz
CONSULTANTS - COMMUNICATIONS

Sunset Roofing

P (520) 400-1741
CONTRACTORS - ROOFING

Tim Richardson PLLC

P (520) 282-0334
www.timrichardson.realtor
REAL ESTATE SERVICES

Tucson Audubon Society

P (520) 629-0510
www.tucsonaudubon.org
ORGANIZATIONS AND/OR ASSOCIATIONS

January

Caterpillar Inc. Tucson Proving Ground

P (520) 648-4800
www.cat.com/en_US.html
ENGINEERS - RESEARCH & DEVELOPMENT

Cigna

P (480) 426-6655
www.cigna.com
INSURANCE SERVICES

Desert Sun Moving Services

P (520) 622-5776
www.desertsunmovers.com
MOVERS

Harnden MacLean Wealth Advisors

P (520) 338-2600
www.harndenmaclean.com
INVESTMENT MANAGEMENT

Tucson Orthopaedic Institute

La Cholla/Orange Grove
P (520) 382-8200
www.tucsonortho.com
PHYSICIANS AND/OR SURGEONS
HEALTH CARE AND/OR MEDICAL SERVICES

Tucson Orthopaedic Institute

Grant/Craycroft
P (520) 784-6200
www.tucsonortho.com
PHYSICIANS AND/OR SURGEONS
HEALTH CARE AND/OR MEDICAL SERVICES

Tucson Orthopaedic Institute

Tangerine/Oracle
P (520) 544-9700
www.tucsonortho.com
PHYSICIANS AND/OR SURGEONS
HEALTH CARE AND/OR MEDICAL SERVICES

Walmart Neighborhood Market

P (520) 837-0750
www.walmart.com
GROCERS

December

American Cancer Society

P (520) 323-4215
www.cancer.org
ORGANIZATIONS AND/OR ASSOCIATIONS

GMP Networks, LLC

P (520) 325-2159
www.gmpnet.net
INFORMATION MANAGEMENT SERVICES

Katy's Cache

P (520) 705-5901
www.mkt.com/katyscache
CLOTHING STORES

Presidio Valuations, LLC

P (520) 850-0521
APPRAISERS

Quality Inn & Suites Airport North

P (520) 294-5250
www.qualityinn.com/hotel-tucson-arizona-AZ250?source=gglocalai1
HOTELS AND/OR MOTELS

TCC Cellular Connection

Tucson Marketplace/Park
P (520) 623-1096
www.tccrocks.com
CELLULAR & WIRELESS PHONES AND
SERVICE

TCC Cellular Connection

Thornsdale/Tangerine
P (520) 744-7111
www.tccrocks.com
CELLULAR & WIRELESS PHONES AND
SERVICE

TCC Cellular Connection

LaCholla/Ina
P (520) 219-3343
www.tccrocks.com
CELLULAR & WIRELESS PHONES AND
SERVICE

TCC Cellular Connection

Broadway/Wilmot - Park Place Mall
P (520) 514-0869
www.tccrocks.com
CELLULAR & WIRELESS PHONES AND
SERVICE

TCC Cellular Connection

Broadway/Wilmot - Park Place Mall
P (520) 584-2001
www.tccrocks.com
CELLULAR & WIRELESS PHONES AND
SERVICE

TCC Cellular Connection

Golf Links/Kolb
P (520) 514-0465
www.tccrocks.com
CELLULAR & WIRELESS PHONES AND
SERVICE

TCC Cellular Connection

Tanque Verde/Sabino Canyon
P (520) 731-8439
www.tccrocks.com
CELLULAR & WIRELESS PHONES AND
SERVICE

TCC Cellular Connection

Oracle/Wetmore - Tucson Mall
P (520) 888-0742
www.tccrocks.com
CELLULAR & WIRELESS PHONES AND
SERVICE

TCC Cellular Connection

Oracle/Wetmore - Tucson Mall
P (520) 690-9700
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SERVICE



GET SPECIAL DISCOUNTS THROUGH THE CHAMBER'S INVESTOR-ONLY PROGRAMS

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Save up to 45% on 500+ items that chamber investor purchase most often, including exclusive discounts on national brand ink and toner.

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The Chamber's association safety plan helps you earn "bonus" dividends in addition to individual dividends based on your safety record.

Program benefits include:

Safety training on topics of greatest concern
Timely information about changes to workers compensation laws and rates
Regular articles on workplace safety practices
FREE Safety Plan template for your business
FREE materials to set up a return-to-work program
Assigned representative who serves as a resource to all CopperPoint policyholders and who works with the association to plan and deliver safety education aimed to help businesses learn ways to:

- Reduce workers compensation costs
- Keep workers safe
- Network with like-minded business people to share best practices
- Develop resources to reduce claims, thereby keeping your premiums lower



Start Saving Today!

Contact Jackie Chambers at (520) 792-2250 x 127 or jchambersbond@tucsonchamber.org

Member Anniversaries

February

54 YEARS

R E Lee Mechanical Contracting, Inc.

53 YEARS

Coca-Cola Refreshments

41 YEARS

Westward Look Wyndham Grand Resort & Spa

40 YEARS

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

37 YEARS

Carondelet St. Joseph's Hospital

34 YEARS

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

33 YEARS

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

31 YEARS

For Rent Magazine
Radisson Suites Tucson
Sonesta ES Suites

29 YEARS

Dataforth Corp.
Hilton Tucson East

25 YEARS

Action Communications, Inc.

23 YEARS

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

22 YEARS

Handmaker Jewish Services for the Aging
Level 3 Communications
Tucson Country Club

19 YEARS

Bank of the West
Kinney/Western Way
Hodges Construction, Inc.
Marriott University Park Hotel

18 YEARS

Physician's Hair Institute
Prescription Lab Pharmacy

17 YEARS

Studio 6

16 YEARS

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

15 YEARS

Casino of the Sun
Lexus of Tucson

14 YEARS

Pima County Fair

13 YEARS

H & R Block
Presidio Distribution

12 YEARS

Ajo Kinney Super Storage
Telemundo - Tucson
KHRR-TV 40

11 YEARS

Strongpoint Marketing

9 YEARS

BBVA Compass
Broadway/Pantano
Broadway/Rosemont
Campbell/Glenn
Grant/Swan
LaCholla/Ruthrauff
Oracle/Ina
Park/Grant
River/LaCanada
Skyline/Campbell
Speedway/Silverbell
Speedway/Wilmot
Stone/Pennington
Tanque Verde/Grant

Wells Fargo Bank
1st Ave/Roger
1st Ave/Tangerine
22nd St/Craycroft
22nd St/Fifth Ave
Ajo/16th
Broadway/Camino Seco
Broadway/Sarnoff
Broadway/Swan
Camp Lowell/Swan
Campbell/Glenn
Catalina/Tanque Verde
Continental/La Canada
Cortaro Farms/Thornydale
Dove Mountain/Tangerine
Grant/Craycroft
Grant/Dodge
Grant/Silverbell
Grant/Swan
Irvington/I-19
Kolb/22nd St
Nogales/I-19
Oracle/1st Ave
Oracle/Golder Ranch
Oracle/Ina
Oracle/Orange Grove
Prince/Mountain
Silverbell/Cortaro
Speedway/Cherry
Speedway/Silverbell
Sunrise/Kolb
Swan/Sunrise
Tanque Verde/Sabino Canyon
University/Mountain
Valencia/Midvale Park
Valencia/Mission
Wilmot/5th St

7 YEARS

Dismas Charities
Los Betos Mexican Food
Maynards Market and Kitchen

6 YEARS

Long Realty Southwest
Commercial Management, LLC

5 YEARS

Firestone Complete Auto Care
1st Ave/Grant
Broadway/Jones
Speedway/Pantano Rd
Wetmore/Oracle

4 YEARS

Big Brothers Big Sisters of Tucson
James Leos Financial Services
R & A CPAs

3 YEARS

CareMore
Fred G. Acosta Job Corps Center
Golf Cars of Arizona
Grindstone Property Management
La Posada Lodge & Casitas
MetroMedia, Inc.

2 YEARS

Arizona Sign Association
B & J Refrigeration, Inc.
Bronco Towing
Catherine's Estates & Appraisals
Copper Point Schools
Excel Mechanical
State Industrial Supply Corp.
Tucson Taichung Sister City Association
University of Arizona Campus Recreation
World of Beer - Tucson

1 YEAR

American Group, LLC
Changemaker High School
Crandell Glass & Aluminum, LLC
Desert Rat Truck Centers
22nd/Kolb
Palo Verde/Ajo
Foundation Building Materials
Galeria del Rio Signature Rentals
Integrative Pain Center of Arizona
Jack Furrier Tire & Auto Care
22nd/Pantano
Casa Grande Hwy/Cortaro
Ft. Lowell/1st Ave
Golf Links/Kolb
Hwy 90/Fry
Ina/Oldfather
Oracle/Grant
Oracle/Magee
Palo Verde/Ajo
Palo Verde/Dodge
Speedway/Sahuara
Sunrise/Kolb
Tanque Verde/Bear Canyon
Valencia/6th Ave
Jack Furrier Tire & Auto Care
Commercial and RV Center
Palo Verde/Ajo
Jesse Hernandez Agency, American Family Insurance
ON Media Publications
ProTegrity Group
Safe Floors of Arizona
Sante of Tucson
SOLON Corporation
Summit Funding
The Foundry Co.
The Soreo Companies

January

54 YEARS

Hotel Tucson City Center
Trico Electric Cooperative, Inc.

37 YEARS

Western Emulsions

33 YEARS

Monrad Engineering, Inc.
Research Corporation Technologies, Inc.

32 YEARS

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

31 YEARS

R & R Products, Inc.

29 YEARS

Peter Piper Pizza
Red Robin Restaurant

27 YEARS

Snell & Wilmer, LLP

26 YEARS

Biff Baker Fence Co., Inc.

25 YEARS

Gordon-Darby

23 YEARS

Lake Investment Group

19 YEARS

Arizona Riverpark Inn

18 YEARS

Devon Gables Rehabilitation Center
Hill Brothers Chemical

17 YEARS

Kivel Realty Investments
Psomas, Inc.

16 YEARS

Golder Ranch Fire District
S. Silverberg & Sons

15 YEARS

Alcoa Fastening Systems & Rings
Casa de los Ninos

14 YEARS

Kittle Design and Construction



13 YEARS

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

12 YEARS

VIP Taxi

11 YEARS

Humana, Inc.
Pima Association of Governments
Wildcat Storage

10 YEARS

Presidio Group Wealth Management
SunWest Federal Credit Union

9 YEARS

Veterans Employment Services

8 YEARS

Farmers Insurance and Financial Services

7 YEARS

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

6 YEARS

Country Inn & Suites Tucson City Center

5 YEARS

Color Me Mine
Dorado Personnel
Pure Aesthetics, LLC

4 YEARS

BFL Construction
Brady Industries, Inc.
Cintas Corporation #445
CODAC Health, Recovery & Wellness, Inc.
Design Definitions II, LLC
Focus on Flowers
Gap Ministries
Gecko Pest Management
Lonely Street Productions, Inc.
Manor at Midvale
Paragon Space Development Corporation
Tucson Audio Visual Services
UA College of Science

3 YEARS

Ascension Lutheran Church & School
Aviva Children's Services
Barker Morrissey Contracting, Inc.
Culver's on River
Legacy Label, Inc.
Scripps Broadcasting - KGUN9 and cwTucson58
The Centers for Habilitation TCH

2 YEARS

Bodycentral Physical Therapy and Ultimate Sports Asylum
Central Arizona Block Co., Inc.
Fastsigns
Lexus of Tucson at the Automall
MINI of Tucson
Prototron Circuits Southwest, Inc.
PSAV
Royal Buick GMC Cadillac of Tucson
Royal Collision Center
Speedway/Wilmot Competition/Circuit
Royal Jaguar - Land Rover of Tucson
Royal Kia Tucson
SARSEF
Southern Arizona Association for the Visually Impaired
Tucson Lazydays KOA
Tucson Subaru
Wild West Promotions, Inc.

1 YEAR

Involta
IPC Technical Services
Mobile Care Management
Nextiva
Silverado Rooter & Plumbing
The Oink Cafe
TownePlace Suites Tucson by Marriott
Tubac Secret Garden Inn
Tuff Shed
Washington Federal - Administration Office

December

51 YEARS

BeachFleischman PC

50 YEARS

Jim Click Automotive Team

45 YEARS

Goodmans Interior Structures

36 YEARS

Cox Communications, Inc.

28 YEARS

Rick Engineering Company

24 YEARS

HSL Properties, Inc.
Walmart Supercenter

23 YEARS

Jacob C. Fruchthendler Company

19 YEARS

Artistic Pool & Spas, Inc.

17 YEARS

First Credit Union

16 YEARS

Sam Levitz Furniture Company, Inc.
Tucson Urban League, Inc.

15 YEARS

Cline Masonry
Southern Arizona Community Academy

14 YEARS

D and S Air

13 YEARS

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

12 YEARS

Protection One

11 YEARS

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

10 YEARS

Desert Rose Heather Cremation & Burial
Nova Home Loans
Ronin
Saunders Amos, LLC
Tucson Greyhound Park

9 YEARS

Bank of Tucson
Broadway/Swan
Oracle/Orange Grove

8 YEARS

Hudbay Arizona Business Unit

6 YEARS

Rita Ranch Dental Group

5 YEARS

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

4 YEARS

Fennemore Craig
IronHawk Elevator, LLC
LP&G Marketing
Nextrio
Southwest Print and Promotions

3 YEARS

Abracadabra Restoration
Allstaff Services, Inc.
Century Park Properties, LLC
Copper State Bolt & Nut Co.
Easter Seals Blake Foundation
Southern Arizona National Electrical Contractors Association
Tierra Right of Way Services, Ltd.

2 YEARS

Abbott Animation
Canyon State Facility Solutions, LLC
Employers Support of the Guard and Reserve
GNU Ventures LLC
Port of Tucson
Prudential Overall Supply
Rialto Theatre Foundation
Total Lighting Support
Tucson Frozen Storage

1 YEAR

Connect CoWorking
Copart
Habitat for Humanity Tucson
HabiStore
HomeTeam Pest Defense
IntelliQuick Delivery
Micha's Restaurant
SMG - Tucson Convention Center
Spirit Ranch
World View Enterprises, Inc.

AZTERA

1102 N. Anita Ave. • 520.261.8378

Aztera is a full service, agile technology development company containing software, mechanical and electrical engineers who integrate their skills to supply prototypes for customers ranging from entrepreneurs to Fortune 100 companies. Aztera recently relocated to a larger facility at 1102 N. Anita to better serve their customers.



BUFFALO WILD WINGS

68 N. Harrison Rd. • 520.296.8409

Buffalo Wild Wings of East Tucson has a brand new look! Stop by to see this awesome, newly renovated restaurant. New look, same great wings, beer, sports and service!



COMMUNITY PARTNERS, INC.

2502 N. Dodge Blvd. #130 • 520.618.8842

Plaza Arboleda Conference Center hosted a ribbon-cutting and grand opening to showcase its newly refurbished meeting and event space, which includes new audio/visual equipment. Attendees also had the opportunity to sample some of their delicious and affordable, in-house catering.



HABITAT FOR HUMANITY TUCSON HABISTORE

935 W. Grant Rd. • 520.889.7200

HabiStore, Habitat for Humanity Tucson's non-profit home improvement store and donation center, celebrates its grand re-opening. The store has been remodeled to better serve shoppers and families across Southern Arizona. All store proceeds directly benefit Habitat Tucson's ongoing efforts to build homes and communities.



LES-PAUL LOUNGE

4400 E. Broadway Blvd. • 520.396.3077

The Les-Paul Lounge was created by melding two local favorites, The Hog Pit Smokehouse and the Burgerrito food truck. The lounge will be providing live music four to five days a week consisting of the best local talent in Tucson. The music will be a mix of jazz, blues, country and rock. The lounge has a full bar for your enjoyment



PGA TOUR SUPERSTORE

4215 N. Oracle Rd. • 520.448.5840

PGA TOUR Superstore provides customers with access to the same equipment, fitting expertise, apparel, and footwear that TOUR Professionals rely on. Their certified teaching professionals and unmatched selection ensure you are always playing the right equipment for your game. "If it's on TOUR, it's in here."



SELAH

510 N. Seventh Ave. #130 • 520.276.5777

Selah – a skin care salon dedicated to making you look and feel beautiful. Selah is a Hebrew word meaning to pause and reflect. Isn't that just what we need sometimes? Stopping to reflect on our innate beauty is essential to living a full vibrant life. Selah – waxing, lashes and beauty!



TCC CELLULAR CONNECTION

1580 E. Tucson Marketplace Blvd. #160 • 520.576.8645

TCC Cellular Connection is pleased to announce that they now have a TCC Verizon Store in Tucson Marketplace.



UNIVERSITY OF PHOENIX

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The Future of Higher Education has arrived! The all-new reimaged University of Phoenix Southern Arizona Campus celebrates its grand reopening by welcoming students, faculty and the community to 21st century learning. The new campus features cutting edge learning tools for adult learning such as wireless connection technology throughout the campus, boardroom-style classrooms and a redesigned student resource center. This campus is the first of its kind in Arizona!

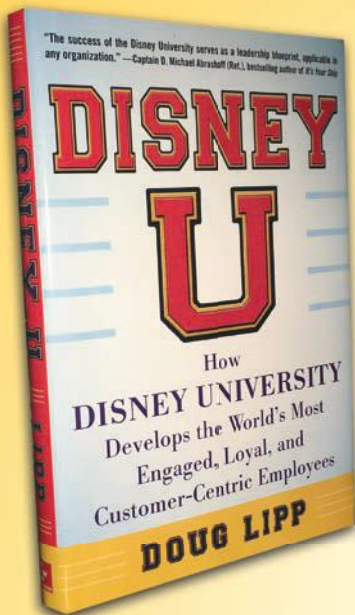


WALMART NEIGHBORHOOD MARKET

2555 E. Commerce Center Pl. • 520.837.0750

Walmart and Store Manager Jose Vargas celebrated the grand opening of their Neighborhood Market Store on January 13, 2016.





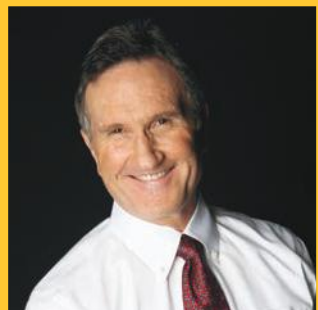
Outlooks

"It takes a **happy crew**
to produce a **happy show**"

—Van France, Disney U Founder

Presented By:

Bank of America



Doug Lipp

Former Head of Disney
University Training Team
at Disney's Corporate
Headquarters.

Loews Ventana Canyon Resort
7000 N. Resort Drive

7:30 a.m. Expo,
Networking and Breakfast Buffet
8:00 a.m. – 9:30 Program

General Admission \$100
Tucson Metro Chamber Investors
\$75

Call for Group Rates
520.792.1212

RSVP by Friday, May 6
www.TucsonChamber.org
jcook@tucsonchamber.org

Thursday, May 12

**BUILD THE CULTURE.
LIVE THE CULTURE. DIFFERENTIATE!**

- How has Disney managed to keep its employees and customers so fiercely devoted to the brand?
- How has it managed to continually top the charts as one of the world's most loved brands?
- How can you learn from its practices to catapult your organization's service strategies to even higher levels?



A:

Through Doug's leadership experience at the helm of training at Disney University, he offers answers to these questions. He also reveals fascinating stories, unique insights and invaluable lessons that can assist your organization in finding and mastering its own special brand of magic.

UPCOMING EVENTS



Visit the event calendar at TucsonChamber.org for more information and to register.

April 21
Discover Your Chamber
Tucson Metro Chamber
465 W. St. Mary's Rd.

April 22
Issues Over Easy
Lodge on the Desert
306 N. Alvernon Way

April 28
Interface with County
Administrator Huckelberry
Tucson Metro Chamber
465 W. St. Mary's Rd.

May 12
Outlooks with Doug Lipp
Loews Ventana Canyon
Resort
7000 N. Resort Dr.

May 19
Federal Procurement
Workshop
Tucson Metro Chamber
465 W. St. Mary's Road

May 24
Chamber XChange
Guadalajara Fiesta Grill
750 N. Kolb Rd.

May 26
Interface with Mayor
Rothschild
Tucson Metro Chamber
465 W. St. Mary's Rd.

June 21
Chamber XChange
Illegal Pete's
876 E. University

June 23
Annual Reception
Desert Diamond Casinos
and Hotel
7350 S. Nogales Hwy

July 21
Discover Your Chamber
Tucson Metro Chamber
465 W. St. Mary's Rd.

July 22
Issues Over Easy
Lodge on the Desert
306 N. Alvernon Way

July 28
Interface with County
Administrator Huckelberry
Tucson Metro Chamber
465 W. St. Mary's Road



Dates, times and venues are subject to change without notice.



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