



TRANSPORTATION AND INFRASTRUCTURE **Putting It All Together**

TucsonChamber.org

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/ Better Mental Health
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chairman's message

Kurt Wadlington
Chairman of the Board

Regional Collaboration - a Must for Economic Success

It seems that regional collaboration is a common theme in every public-private economic success story. Regardless of whether the topic is redevelopment, jobs growth, transportation or tourism, the ability of public jurisdictions to effectively collaborate with private industry is a key component in creating and growing the economic prosperity of America's most rapidly advancing communities.

This should come as no surprise. However, talking and doing are two very different actions with decidedly different outcomes. Southern Arizona has long debated the realities of inter-governmental collaboration, as well as public facilitation of private investment, but is short on results. Rio Nuevo is but one example of a well-intentioned opportunity that has failed to meet expectations.

In their recent report on downtown Tucson redevelopment, the Urban Land Institute (ULI) repeatedly pointed to the need for a unified public-private approach in advancing plans to reinvigorate our urban core. While a committee has been organized based on the ULI study sponsors, there is already pushback from elected officials that they do not intend to delegate their authority to an unelected body. Delegation may be too strong of a word but meaningful cooperation among public jurisdictions and private sector interests is a key ingredient of any redevelopment effort.

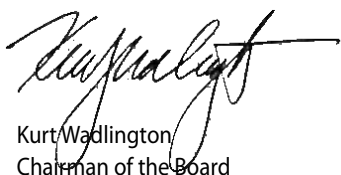
The Tucson Metro Chamber recently organized a trip to Oklahoma City that included City of Tucson, Rio Nuevo and Downtown Tucson Partnership representatives along with several key downtown developers. The Oklahoma City metro area has many similarities to Tucson in terms of population, geography and form of government. Less than 20 years ago, OKC took a proactive approach to revitalizing their community. The amazing economic transformation that resulted is worth reading at www.okc.gov/maps3/mapshistory.html.

Of course, there are factors unique to the OKC situation that would not apply to Tucson. But, a key takeaway was that no matter who you talked to – both public officials and private business people – their message was uniform: We did it together. There was a spirit of collaboration that suffocated self-interest, in-fighting and red tape. It was clearly a case of every community stakeholder coming to the table with a can-do attitude, rolling up their sleeves and refusing to stop short of accomplishing a collective vision.

So, can this happen in Tucson? Absolutely. For starters, the following key points come to mind:

- Stop finding reasons to not go forward with a plan. No vision is foolproof but nothing will be accomplished if you never start.
- Focus on the big picture. Economic prosperity will come from a diligent effort to develop and execute a broad future vision.
- Build our economic base. We need Rosemont, Raytheon and the F-35. We needed Grand Canyon University.

There are many lessons to be learned from Oklahoma City. The ULI report provides a perfect starting point. Let's take this opportunity to come together and make Tucson the next economic success story for our families, our neighbors and our businesses.



Kurt Wadlington
Chairman of the Board

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president's message

Michael V. Varney
President & CEO

New Year. New Opportunities.

In the spirit of classic New Year resolutions, here are a few worthy objectives for our community in 2014 and beyond.

1. Unity

Let's make 2014 the year that the major public and private players in growing our local economy can get on the same page. The "us vs. them" squabbling that has been a factor in recent years only serves to retard progress and demonstrate dysfunctionality to the taxpayer and outside observer.

2. Downtown

2014 is the year to get behind Downtown Tucson Partnership CEO Michael Keith, the recently energized Rio Nuevo Board led by Fletcher McCusker and the City of Tucson in their quest to finally create a comprehensive master plan for Tucson's downtown. Decisions this group makes will impact Tucson for decades. Let's get it right.

3. Davis-Monthan, the 162nd Air National Guard and the F-35

Sequestration, budget cuts and base realignments and closures are all factors that can negatively impact the missions of Davis-Monthan and the 162nd Air National Guard at Tucson International Airport. Pima County, the towns of Oro Valley, Marana and Sahuarita, the University of Arizona and the business community have all made strong statements of support for our military. It's time for the City of Tucson to get in step to protect these invaluable assets that represent more than 5% of our local economy.

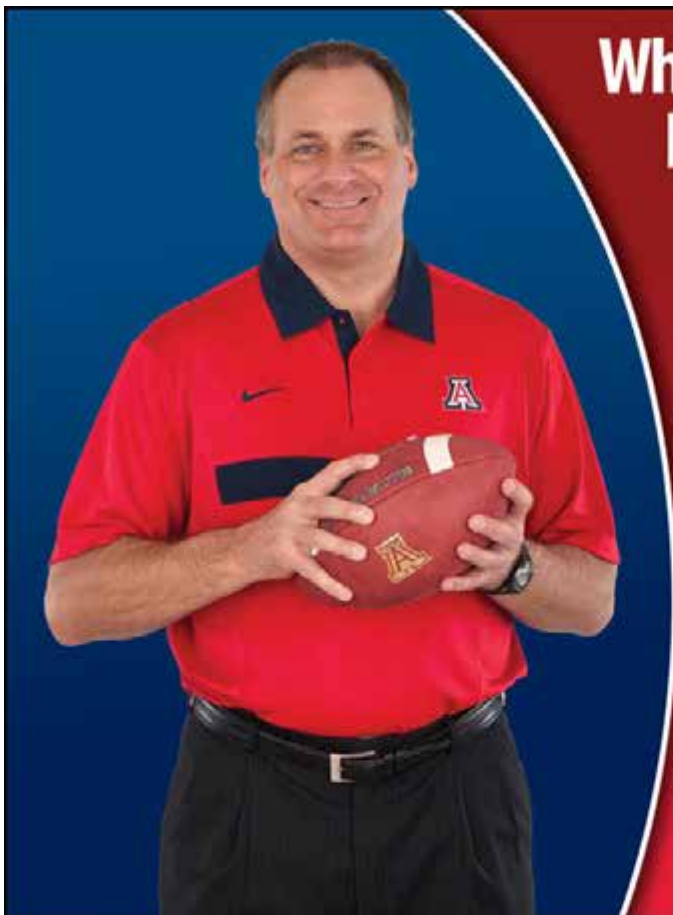
4. Streets

No explanation needed here. Our broken streets are an embarrassment and a liability to growing our local economy in many ways. Let's get a good start on fixing them and keeping them fixed in 2014.

5. International Trade Corridor

A year from now we want to know that Southern Arizona is a lock for the continuation of the I-11 project from Phoenix south to the border. In economic terms, this is low-hanging fruit.

Michael V. Varney
President & CEO



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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

Robert Medler
Vice President of
Government Affairs

Taking Care of Business' Circulatory System

If commerce is the lifeblood of the global economy, roadways are the arteries and veins. Unfortunately, our roadways are on the path to severe thrombosis. Our major roadways are staring down a case of angina – let's all hope it doesn't result in multiple bypasses being needed.

If you caught the pun in the paragraph above, good for you. Bypasses for roadways are extraordinarily expensive, invasive and take years to design. We have to act now. Prevention is better than a cure any day. Let's not repeat mistakes of our community's past when we failed to build the I-10 loop, Rillito elevated roadway, expressway to the airport, Aviation Highway extension, etc.

In 2007 road congestion cost the average U.S. driver \$757 and 36 hours in the Tucson area. Nationally that has an impact of 4.16 billion hours and \$87.2 billion. The "wasted" gasoline was 2.81 billion gallons. To put it in perspective, the U.S. consumes about 370 million gallons a day – that's a weeks worth of fuel spent in traffic.

According to the Pima Association of Governments, 72.7% of roads within Pima County have moderate to severe congestion (volume to congestion ratios). In their December 2003 Travel Time & Travel Speed study vehicles were only able to travel 90-94% of the posted speed limit on average. A study area of urban, suburban and rural areas shows there is a significant difference between the various roadways and where they are located. The result on your business is this: increased cost and decreased productivity.

With more than 6,700 miles of public roadway in eastern Pima County, it is time we seriously discuss how to maintain and expand these roadways. No one enjoys paying more taxes than required. This is especially true when citizens see wasteful spending, cost overruns, fraud or poor management in government. In reality the dollars we pay for roadways don't go as far as they used to. A dollar now has less than 50% of the buying power it did in 1993; the last time the federal gasoline tax was raised.

Discussion about changing or increasing funding for our roadways has recently surfaced. One idea is to have a tax based on the miles a vehicle travels. However, what about the trip you took to Michigan over the summer? Who collects the taxes for that trip? Arizona? Michigan? The states in between? Another idea is increasing the gas tax. The gasoline tax is consumption-based; those who use it pay for it. Not a bad idea, except now many who use roadways don't use gasoline. A 10 cent increase in the gas tax has been proposed. Wyoming, arguably the most conservative state, raised their gasoline tax 10 cents last year. Seven other states raised the state portion of gasoline taxes as well. I'll use my own truck as an example: At 10 cents, 25 gallon tank, 25 tanks a year would be \$62.50 more. Not too bad on the pocket, especially since it would collectively bring in 52% more revenue for roads in Arizona.

What this all comes down to is being able to consider all the ideas and vet them out. Nothing will be perfect. Nothing ever is. However, if you're like me, \$62.50 sounds better than wasting \$700 in traffic, not to mention the cost of rough roads.

Robert Medler
Vice President of Government Affairs



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- End Highway User Revenue Fund (HURF) sweeps (as well as other fund sweeps); restore full funding back to counties and municipalities
- Develop and implement an appropriate increase to the gasoline sales tax
- Support new and increased revenue sources for infrastructure (roads) needs
- Support and accelerate the pace of statewide highway and road construction to facilitate intrastate, interstate and international commerce and reduce congestion
- Support reauthorization of the Military Installation Fund and its funding source
- Support the Arizona Commerce Authority in implementing a long-term business development plan focusing on economically sustainable, high-wage growth industries
- Advance tax policies that encourage job creation, attract capital investment and facilitate Arizona's ability to attract and retain businesses
- Support an increase of the Research & Development Tax Credit
- Support fixes to the Transaction Privilege Tax (TPT) from last session; support any clean up legislation
- Oppose state budget proposals that would reduce economic development capacity and impair tourism dollars
- Support education policies based on results and performance
- Support university performance funding, parity settlement and UA specific funding issues (Veterinary School, Cooperative Extension, et. al)
- Support the tri-university research infrastructure package
- Reinstate funding for four-year Joint Technical Education District (JTED) programming
- Support increased funding for science, technology, engineering and mathematics (STEM) initiatives at community colleges
- Oppose reductions in funding for the Arizona Health Care Cost Containment System (AHCCS) that shifts costs to the private sector
- Support the Navajo Generating Station *Better than BART* plan
- Support legislation ensuring the viability of commercial space flight in Arizona
- Support increased funding for the child care subsidy



Andrew Squire
Economic Development Specialist,
City Manager's Office

Small Business Assistance Line

The Tucson Metro Chamber congratulates the City of Tucson for creating a single point of contact to solve the issues facing small businesses when dealing with the City. Let's hear from the point person, Andrew Squire.

How does the Small Business Assistance Line work?

The **Small Business Assistance Line (837-4100)** is a dedicated number, answered directly by me or one of my four colleagues, to assist customers who are small business owners or who are interested in starting one. Our goal is to provide clear and accurate information regarding what rules and regulations apply, where additional information can be found and connect customers with the right staff resources in the City departments needed. The line is a service of the economic initiatives office of the city manager's office. If we are unable to answer a call or if a call comes in after-hours a voice message can be left and we return calls no later than the following day.

Dealing with bureaucracies can sometimes be time-consuming and difficult. How will your position as the single point of contact and primary problem solver help businesses save time and simplify the process?

Accountability! We believe that will be the biggest time saver. I am the staff member who is directly accountable to the customer that calls. Supported by my team members and our expert City Staff, I am accountable for providing accurate and timely answers and I am accountable for the follow up to make sure the answer the customer received addressed their need or solved their problem.

Much of the frustration that business owners have experienced in the past has been due to a lack of responsiveness from City departments. How empowered are you to get reliable answers more quickly?

City Manager Richard Miranda works diligently to make customer service a top priority for the City of Tucson. The Small Business Assistance Line is an extension of that work. Our office takes great pride in providing excellent customer service and recognizes that being responsive is an essential part of achieving that goal. My job is to get the answers that a caller needs, simple or complex, as quickly as possible. I have no limitations placed upon me and have the full support of the departments and directors that City of Tucson small business owners will come into contact with when starting or operating their businesses.

Can you provide a few success stories about how you have helped small businesses in the past 90 days?

We have taken 59 calls as of this writing and they have covered a broad range of issues that small businesses have to deal with. We have helped 20 customers with large and small licensing issues, worked with five customers and Development Services staff to resolve certificate of occupancy and addressing issues, connected seven aspiring business owners with resources at the SBA, State and with Microbusiness Advancement Center, and have taken five calls from Pima County customers connecting them to our partners in County departments who could address their needs. Many of the other calls were general information calls for City or County departments that we were happy to answer. We consider each of these customer contacts a small success when we can get the customer the information or assistance that they need and look forward to the line having an even greater impact in the business community.

If you need assistance with a business challenge contact the Small Business Assistance line at (520) 837-4100.



Michael V. Varney
President & CEO
Tucson Metro Chamber

\$100,474.00 in Bonus Dividends in 2013 -- Get Yours in 2014

The Tucson Metro Chamber has had a long relationship with SCF Arizona, a leading provider of workers compensation insurance and safety programs. We congratulate SCF Arizona on their name change to CopperPoint Mutual Insurance Company.

One special aspect of the Chamber's relationship with SCF Arizona has been the awarding of bonus dividend checks to companies that demonstrate sound safety practices and below average claims activity. In 2013, **the Chamber distributed a total of \$100,474.00 in bonus dividend checks** to 85 local businesses that purchased their workers compensation insurance policies through the Chamber's program with SCF Arizona. **The average check amount was \$1,182.00** with some companies receiving as much as \$29,781.00.

January is a month when many companies shop their workers compensation insurance policies. We urge you to include SCF Arizona (now CopperPoint Mutual Insurance Company) in your bids this year. Make sure your company is able to receive a bonus dividend check in 2014.

Ask for a quote from CopperPoint Mutual Insurance Company through your broker or by contacting CopperPoint Mutual Insurance Company local representative Michael Montgomery at (520) 292-4097 or mmontgomery@scfaz.com.

And one other thing: by selecting CopperPoint Mutual Insurance Company as your workers compensation provider, you are also helping the Chamber in its mission to promote a stronger local economy.

Thank you.



PUT MONEY IN YOUR POCKET

"We have partnered with SCF for over 20 years. It's been a partnership that has worked very well to control costs resulting in our EMOD being kept as low as possible. Our experience with SCF's representatives has been positive and they have always been responsive to our needs."

– Tom Carr, Arizona Restaurant Supply

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or jchambersbond@tucsonchamber.org for more information.**



SCF Becomes CopperPoint Mutual Insurance Company

SCF Arizona has a new name. We are now CopperPoint Mutual Insurance Company. While our name is changing, CopperPoint remains the same financially strong and service-oriented partner the Tucson Metro Chamber has counted on for years. There has been no change in management. We still have our office in Tucson and we are still based in Phoenix. Our phone numbers remain the same, but our new email address will reflect CopperPoint rather than SCF.

We want to assure you this change does not affect our partnership or the relationship you've built with us through the years. The only effect on your Association Safety Program (ASP) policy will be a change in your policy number upon renewal. We're still here and at work for the Chamber and its ASP members.

Most importantly, we will continue to provide you with the same expertise in workers compensation insurance and the same stellar service you've come to expect.

As a mutual insurance company, CopperPoint's primary objective continues to be to provide customers peace of mind in all their workers compensation needs. That is what we've been doing since 1925. The change in our name will not alter that promise or our commitment to Arizona businesses. We've built a strong, solid reputation through the years for:

- Being the expert in workers compensation in Arizona
- Providing friendly and stellar customer service
- Serving the needs of Arizona businesses
- Supporting our communities
- Being financially strong and surviving the ups and downs of the economy

As we are co-branding our name, we do so with an A.M. Best A- (Excellent) XII rating, which should provide you the confidence you need that we have the financial strength and stability that ensures we will be able to meet any medical or indemnity obligation that may result from an injured worker.

With \$3.7 billion in assets and covering more than 20,000 Arizona businesses and their employees, CopperPoint Mutual and its subsidiary companies – CopperPoint Premier, CopperPoint America, CopperPoint Western, CopperPoint General, CopperPoint Indemnity, CopperPoint National and CopperPoint Casualty – make up the largest workers compensation insurance group in the state.

All Tucson Metro Chamber members who are our customers in all our subsidiaries – except for Casualty – are eligible for the ASP program. Applications can be found online at copperpoint.com.

On top of that, CopperPoint Mutual's website has a video library called SafetyNet, where policyholders can view workplace safety videos. Policyholders who register online can access a greater amount of safety videos, which are perfect for safety meetings. CopperPoint Mutual's loss control consultants can provide additional safety videos.

CopperPoint Mutual is about more than workplace safety. We want to see businesses succeed. That's why we are introducing pinpointnews.net, a blog that contains legal compliance advice, human resources tips, work comp info and more. We rely on the Chamber and its investors to help CopperPoint Mutual build a culture of workplace safety throughout Arizona – a true win-win relationship.



Phyllis Senseman
*Vice President Marketing and
Communications*



The Tucson Metro Chamber is pleased to announce that it has arranged a series of discussions with Mayor Rothschild and/or City Manager Miranda and County Administrator Huckelberry and/or County Board Chairman Bronson. The program is called Interface. Interface provides business owners and executives with opportunities to speak directly to these high level public officials about public policy and doing business in Southern Arizona. Learn the latest about policy decisions and other activities in the City of Tucson and in Pima County. Your questions and concerns are welcome. We encourage openness, transparency and robust discussion.

All Interface gatherings will take place at the Tucson Metro Chamber Board Room from 10:30 a.m. until 11:30 a.m. on the dates below.



City of Tucson (Mayor Rothschild and/or City Manager Miranda)

- February 27
- May 22
- August 28
- November 20



Pima County (County Administrator Huckelberry and/or County Board Chairman Bronson)

- January 23
- April 24
- July 24
- October 23

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

To register for any of the Interface sessions, visit TucsonChamber.org and use the event calendar or contact Shirley Wilka at (520) 792-2250, ext. 132.



GOING FROM HERE TO THERE

Why Transportation, Infrastructure and Logistics May Define the Future of Southern Arizona



Michael V. Varney
President & CEO,
Tucson Metro Chamber

Remember the first time you picked up a Rubik's cube? Remember how what looked simple turned out to be very complicated – and maybe even a little frustrating? Hold that thought, because in the following pages we are going to examine one of the hottest topics of conversation and economic planning in Southern Arizona right now: transportation, infrastructure and logistics.

In the City of Tucson and in Pima County there is the issue of poor streets and roads. They are in sorry shape and need attention fast. Poor streets are what citizens and business owners identify as their number one issue with local government. The condition of our local streets is also an impediment to attracting new companies to our region.

Regionally, Tucson's place on the North American map appears to be a looming opportunity for us to capitalize on trends in domestic and international commerce. Will we find ourselves situated on an international trade corridor linking Mexico and Canada?

And what about logistics? There is the proposed 500-acre Union Pacific rail facility in southern Pinal County. There is the under-utilized Marana Air Field. And there is the burgeoning inland Port of Tucson that is ready to play a key role in import/export and freight handling.

The transportation and infrastructure opportunities seem to be present, if only on the drawing board. How will they be funded? How will they integrate into a regional plan? How successful will Arizona be at competing with other states like Texas that are trying to drive business and cargo routing through their region?

Now, back to that Rubik's cube.



The Federal View of Transportation Infrastructure



Janet F. Kavinoky
Executive Director,
Transportation
& Infrastructure,
U.S. Chamber of Commerce
Vice President,
Americans for Transportation
Mobility

Over 80% of both likely voters and executives support dedicating more resources to transportation infrastructure to support local businesses and consumers, according to recent research by the U.S. Chamber of Commerce.

Funding discussions have a way of transforming support into lip service absent a vision and plan—the why, what and how of transportation infrastructure—developed with the future of business and the economy in mind.

Why? A well-designed, modern infrastructure enables economic growth. Tucson's economy requires America's (not just Arizona's) transportation

systems to deliver copper from the mine to the manufacturer, food from farms to resorts, travelers from home to hotel and more.

What? Investors want to know what dollars will go towards and what results to expect. The future will include maintenance and reconstruction; technology to support an increasingly mobile economy and manage traffic in the skies, on the ground, or on the water; and multi-modal infrastructure projects that provide connectivity, congestion relief and customer choice.

How? The “what” of investment must be laid out in strategic, multi-modal plans created through transparent planning processes, rigorous project analysis focused on the economic return on investment and accountability for results including measurable performance standards.

The solution to paying for transportation infrastructure is an “any and all” option involving both public and private sectors; there is no single right answer to solve the problem of resources. Solving the problem starts with a plan that makes the arguments for revenue based on a clear idea of why, what and how.



Local Issues and Opportunities



Thomas P. McGovern
PE, LEED AP,
PSOMAS

These days it seems like everyone is talking about transportation and infrastructure. Here's a short list of the myriad projects, plans and issues that have the community's attention:

- o Interstate-11 from Phoenix to Las Vegas
- o The Intermountain West Corridor from Phoenix to Mexico (aka, CanaMex Corridor)
- o State Route 189A from Mariposa Port of Entry to I-19
- o The Transportation & Trade Corridor Alliance (TTCA) Roadmap
- o Auxiliary Interstate Highway from I-10 to I-19 (Sonoran Corridor/Aerospace & Defense Corridor)

Local streets

- o Potholes, maintenance, beautification
- o Major corridors – Broadway, Grant, Tangerine
- o RTA tax revenue shortfall and planning for sales tax renewal vote

Trade with Mexico

- o Guaymas Port
- o Nogales Port of Entry
- o I-19 capacity improvements

Rail transport

- o Port of Tucson Tiger Grant
- o Union Pacific RR's Red Rock/Picacho classification yard proposal
- o Passenger
- o Rail Study by ADOT (from Phoenix to Tucson)

Air Transport

- o Freight Framework Study by Joint Planning Advisory Council (MAG, PAG, CAG) identifying TIA as primary statewide Import Distribution Facility
- o Planning for second primary runway at TIA

But the most important theme coming out of all these studies, debates and plans is the need for a strong, unified, collective voice here in Southern Arizona, and indeed, statewide. It has been encouraging to see business groups joining together to seek solutions to our infrastructure problems. As a community we're finally understanding the indisputable connection between infrastructure and economic development. More importantly, we're understanding that we have tremendous influence when we pull together. A solid infrastructure is the key to the success of all of our businesses. The Tucson Metro Chamber has been an advocate for infrastructure issues and will continue to collaborate with private and public groups of like minds.

How the City of Tucson Sees It



Jonathan Rothschild
*Mayor,
City of Tucson*

In my role as chair of the Pima Association of Governments, as well as mayor of Tucson, I've been advocating for what I see as our region's main transportation needs – starting with campaigning to put Prop. 409, the city's \$100 million road bond, on the ballot.

Work is progressing on arterial streets as per the voter-approved plan, and the citizens' oversight committee is meeting regularly.

I'm also focused on transportation infrastructure between Tucson, Nogales and Guaymas, Sonora. I've received commitments from state and federal authorities in both countries to expand capabilities at and leading into the border. In Arizona, that means fixing the bottleneck at SR-189, and on I-19 as you enter into Tucson. We also need to look at improvements to I-10 – long before we consider an I-11.

Guaymas, of course, has a deep-water port, which gives Tucson businesses access not only to Mexico, but to the Pacific Rim. If Tucson captures a large share of the trade flowing through Guaymas, we can strengthen our position as a hub for international trade. This is why investment in border and transportation infrastructure is so important for our region.

Rail – freight and passenger – is another priority, including high-speed passenger rail between Tucson and Phoenix. And I think we need to look at an early reauthorization of the RTA, reallocating some of the funds away from road construction and toward road repair, maintenance, transit, bikeways and walkways. These are what I see as our region's transportation priorities.

Transportation Funding Options



Chuck Huckelberry
*County Administrator,
Pima County*

It seems we have two choices. We can leave transportation funding where it is and resign ourselves to losing future economic opportunities.

Or, we accept the politically inconvenient truth that jurisdictions across this state just do not have the current resources to fund this core function of government and then come up with a solution that will drive investment.

The reality is the cupboards are bare at every level. The Federal Highway Trust Fund is tapped out. The state has been forced to shift to a nearly all-maintenance budget, with no money to expand capacity. Locally, the City was forced to pass a bond for road repair, and the County has had to pull money from the General Fund to pay for improvements we have historically funded from our share of gas taxes.

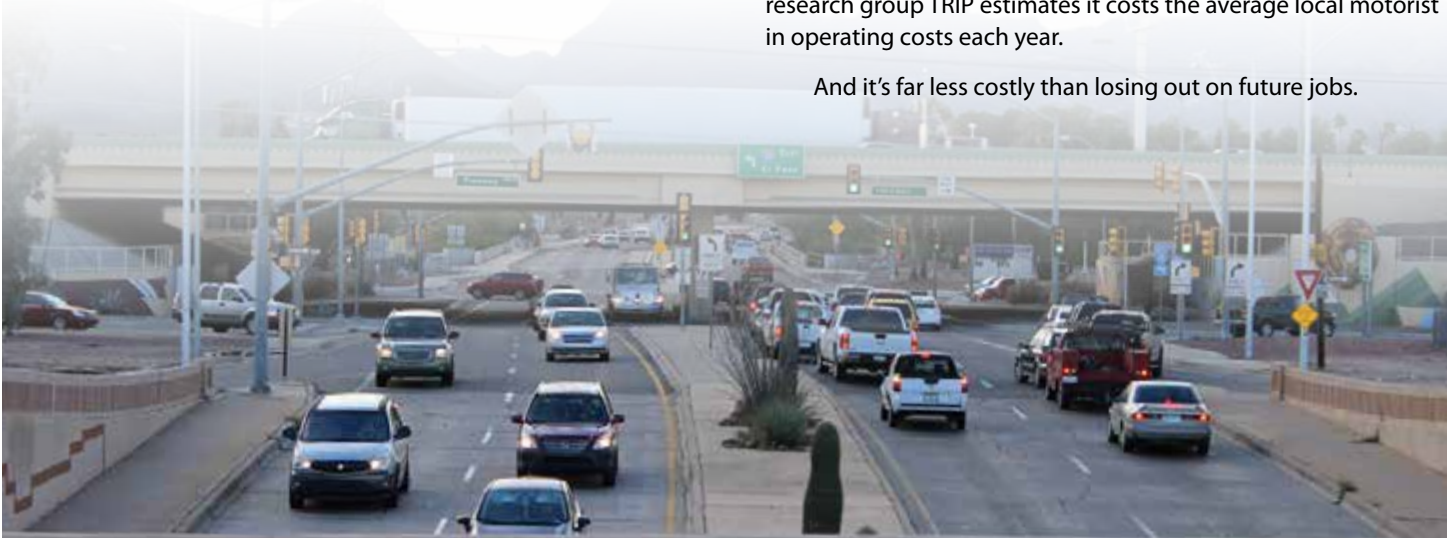
Voters need to tell the state they will no longer tolerate the siphoning of gas tax revenues to bolster the state general fund – to the tune of about \$1.5 billion over the past two decades.

And the state in turn needs to ask voters whether to update the 18-cent-per-gallon fuel tax that has not been raised since 1991 and is not even indexed for inflation. The Construction Cost Index in that time has grown so much that if we were to look at a project we built 22 years ago, we could only afford half of it today.

Taxes aren't fun, but there's no hocus-pocus that will fix this predicament.

A 10-cent gas tax increase, assuming 20 miles to the gallon and 15,000 miles annually, would cost that motorist an additional \$75 annually. That's far less than the \$723 the research group TRIP estimates it costs the average local motorist in operating costs each year.

And it's far less costly than losing out on future jobs.



Key Commerce Corridors Lead to a Thriving Arizona Economy



John S. Halikowski
*Director,
Arizona Department of
Transportation*

Every vibrant economy is driven by the same fundamentals: skilled workers; adequate financing; access to necessary materials and supplies; and most importantly, customers.

Looking at Arizona, we see a skilled and available workforce and adequate financing to Arizona ventures.

Among the remaining economic essentials are “access to materials and supplies” and “customers.” Both of these rely on the transportation system and, more specifically, the major trade routes that connect Arizona producers to out-of-state suppliers and out-of-state customers.

However, many of these key commercial corridors have been largely unchanged for decades.

If Arizona is to remain competitive and the state’s businesses are to continue growing and thriving, these “Key Commerce Corridors” need added capacity and improvement to keep pace with current and future demand.

The Arizona Department of Transportation has systematically identified the Key Commerce Corridors that connect Arizona’s businesses to their key suppliers and customers in the major domestic economies in Southern California and Texas, and the emerging markets of Mexico and Central America. Critical route improvements have been identified to ensure that these Key Commerce Corridors will be prepared to meet the needs of Arizona’s vibrant and growing economy over a 20-year planning horizon.

In the months ahead, ADOT will be discussing its findings with the Transportation and Trade Corridor Alliance, and key business and community leaders throughout the state.

Union Pacific Keeps Chugging in Tucson



Zoe Richmond
*Director of Public Affairs,
Union Pacific Railroad*

On March 20, 1880, the first train arrived in Tucson bringing growth and prosperity. Since that time, the railroad has seen many changes. Steam trains gave way to diesel engines. The Southern Pacific merged with the Union Pacific. The rail industry that was lethargic decades ago is now robust. But one thing has stayed the same – the railroad continues to be an asset to the Tucson area.

Union Pacific currently has more than 1,200 employees in the state, with half located out of the Tucson railyard. A majority of railroad employees are unionized. Freight rail employee compensation, including benefits, averages \$108,900 per year, with jobs ranging from engineers to law enforcement.

Strategically placed

Tucson is strategically placed on the rail system. The line that runs West – East is called the Sunset Line and connects Arizona to Western ports as well as Eastern parts of the United States. The rail line that runs South is called the Nogales subdivision and travel to the Mexican border where Union Pacific interchanges with Ferromex. This is the only rail interchange with Mexico in the state, and only one of six in the country. The route is key for the auto manufacturing industry. But the Tucson railyard is also important as it supports the mining industry and the Port of Tucson.

The Future

As demand for goods movement grows and highway congestion increases, Union Pacific is poised for growth. Unfortunately, the Tucson facility is currently landlocked, surrounded by businesses and road infrastructure. That’s why Union Pacific is currently working with the Arizona State Land Department to purchase 950 acres in the Red Rock area to build a new switching facility. The facility would be used to better serve customers throughout Arizona and would bring hundreds of jobs to the area. The new facility would not replace the Tucson railyard, but rather would help with future growth.

More growth is expected from Mexico and UP is working closely with CBP to streamline customs inspections on trains. The company also shares the same concerns many have about adequate staffing at the border to facilitate trade.

The history of the railroad and the growth of Tucson have always been interlinked. And both are poised for a future of growth.



Getting Business and Airlines on The Same Page at TIA



Bonnie Allin
*President/CEO,
Tucson Airport Authority*

Airports are reflections of the regions they serve. They are the first and last impressions for visitors. They're also significant economic drivers.

Tucson International Airport, its more than 100 tenants and 17,000 employees are worth \$3.2 billion annually to this region's economy, according to a study done by the Eller College of Management at the University of Arizona. Our master plan is geared to growing that impact with TIA being an integral part of an industrial and logistics hub.

When most people think of an airport, they think about using it to fly somewhere, and air service is a direct reflection of community support.

Despite airline cutbacks that have affected almost all airports, the Tucson Airport Authority is aggressively working to make the case to airlines for additional air service to in-demand destinations. TAA's incentive program was instrumental in landing new non-stop flights on Alaska Airlines to Portland, Ore., that started November 1.

Many other regions consider air service so vital to their local economies that community leaders go beyond what federal regulations allow airports themselves to do in luring new service. While we continue to explore these types of partnerships, there are other things business leaders can do to help fill seats and convince airlines to add new air service:

1. Use TIA as much as possible for travel. The more passengers in seats, the more likely airlines will add service.
2. Calculate the entire cost of the trip when comparing airports, including time driving, gas or mileage paid to your employees and parking rates.
3. Consider travel policies that encourage use of TIA as a priority, both for your own employees as well as business associates visiting your company.

Working together, we can grow our economy.

TTCA Developing Roadmap to Guide Arizona's Future



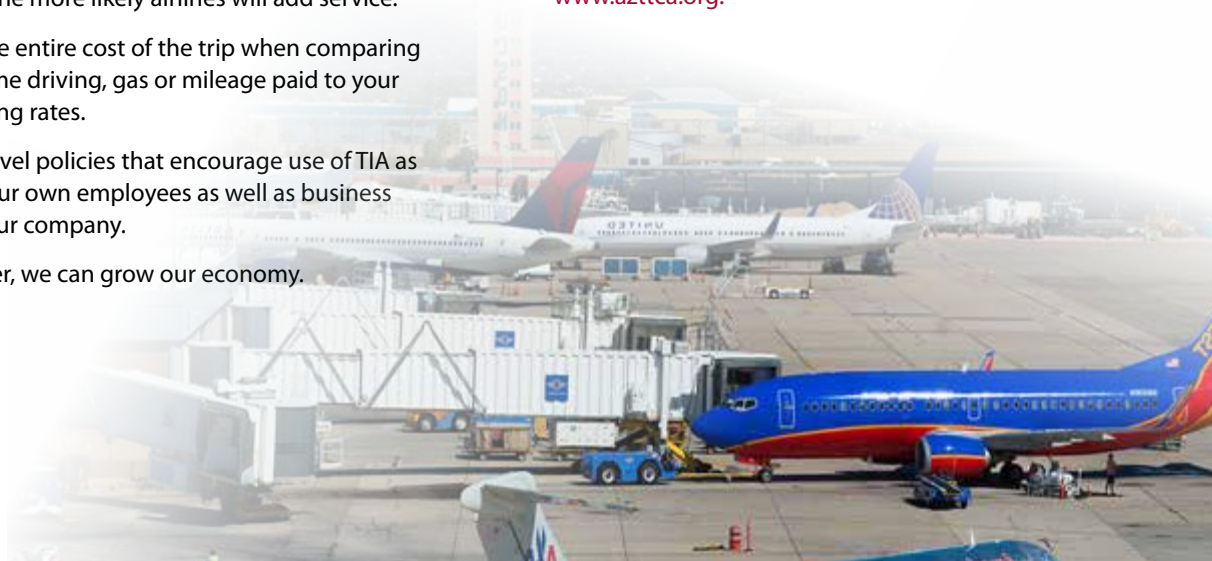
Larry Lucero
*Senior Director Government
and External Affairs,
Tucson Electric Power*

The Trade and Transportation Corridor Alliance, a cooperative venture between the Arizona Department of Transportation, the Arizona Commerce Authority and the Arizona-Mexico Commission, is developing a roadmap to help guide Arizona toward a more competitive economy.

The TTCA roadmap has become the guiding document for the areas where the three state agencies come together. The agencies have one major goal: job creation and economic vitality through investment in transportation infrastructure and connections to regional and global trade corridors. It's no small task, which requires not only a vision, but a collaboration of leaders and stakeholders who believe in that vision and work toward its reality.

TTCA leaders (comprised of the public and private sectors) have determined various pivot points or key actions that can improve the Arizona economy and enhance opportunities for export-driven growth. It begins with increasing trade and investment, which leads to improving connectivity to markets, which spurs high-value production, which ensures the alignment of actions. Each of these four pivot points filters into the next, creating a flow of economic development in Arizona. Upon the Roadmap's completion in early 2014, TTCA members will review progress on a regular basis to continuously bolster strategies that are working and consider changes to those that are not.

For more information on the TTCA, please visit www.azttca.org.



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Neal Cash
President and CEO

Better Mental Health is Better Business

Fostering wellness for families in Southern Arizona is essential to improving the prosperity of our local businesses and the community at large. While wellness is often associated with physical health, addressing the behavioral health of an individual is equally important and can significantly impact performance in the workplace.

Untreated mental illness currently imposes a \$79 billion loss on the U.S. economy from the indirect costs of lost productivity, which scales to a \$237 million loss in Tucson. With one in five people experiencing a mental illness, an organization with 50 employees would have 10 individuals potentially needing assistance.

By embracing the importance of behavioral health and understanding the prevalence of mental illness in the work force, businesses can better address behavioral health needs of its workforce, promote recovery for employees and facilitate a prosperous, thriving work environment.

Although treatment is imperative to recovery and is proven effective, not everyone who needs treatment is actively seeking it. More than 41 million U.S. adults are currently experiencing mental illness and nearly 20 million are dealing with a substance use disorder. However, roughly 35 percent of adults with serious impairment received no mental health treatment during the past year.

Studies suggest the major reason people do not seek treatment is they don't think that they need it. Results also indicated individuals insist upon handling the problem independently or fear the judgment of others.

Community Partnership of Southern Arizona (CPSA) is the Regional Behavioral Health Authority contracted by the state of Arizona to manage publicly funded behavioral health services for children, adults and their families in Pima County. CPSA realizes the importance of behavioral health and the positive impact awareness and treatment can have on the business community.

CPSA's free Mental Health First Aid (MHFA) course provides an effective training that will benefit any work environment. Community members learn to recognize the signs of a mental health or substance-use crisis, and how to provide initial assistance until appropriate professional, peer or family support can be engaged. CPSA's Mental Health First Aid training gives every participant the knowledge and tools needed to identify and assist individuals experiencing mental health crisis.

Since January 2011, CPSA has held 95 MHFA training sessions. With more than 2,100 people who have successfully completed the training, ranging from court employees and boy scouts, to college staff and first-responders, the number of certified mental health "First-Aiders" continues to grow.

Members from the business community are taking their knowledge of Mental Health First Aid back into the workplace, cultivating increased productivity, fewer absences and better employee relations.

Respected studies have revealed the substantial impact of mental illness and have encouraged industry to proactively approach personnel needs. Businesses throughout the country are addressing mental health, benefiting their operations, their workforce and their communities.

For further information on CPSA's free Mental Health First Aid training, please visit our website at www.cpsaarizona.org/MHFA or contact the training center at (520) 318-6950, Ext. 300 or training@cpsaArizon.org.



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Howard Stewart,
AGM President/CEO and United
Way of Tucson and Southern
Arizona's Education Chair

Get Behind the United Way of Tucson and **Make a Difference**

This year business can make a really BIG difference in our community. Let's make this the year that we teach our employees philanthropy by starting a United Way of Tucson and Southern Arizona workplace campaign or by improving the one you may already have.

Sure, as business executives many of us are generous towards our community in various ways. But by having a United Way workplace campaign we enable our employees to share THEIR treasure with our community.

United Way enables employees to give to any approved non-profit of their choice. In Tucson that means thousands of choices. Workplace campaigns also help employees understand that all of us have a role to play in giving back to our community -- regardless of our income level.

Consider giving employees economic incentives to be more generous. At my company, AGM Container Controls (AGM), we match up to \$225 of each employee's donation. The employees' gift goes to United Way or the non-profit of their choice while the company match goes to United Way's unrestricted fund account to support United Way functions on a day-to-day basis.

There are many other ways to encourage your employees to be generous and have fun at the same time:

- At AGM, we also incentivize such giving by providing employees with the opportunity to throw 350 water balloons at our AGM board members. Balloons are allocated among employees based on the level of their gift. Thereafter, we provide 350 water balloons for a free-for-all open to all AGM employees.
- We host our 25 United Way Leadership Givers (those who gave an annual gift of \$500 or more) and our 22 United Way Corporate Match Givers (those who gave \$250 to \$499) at an elegant and a mid-priced restaurant respectively.

Companies that hold successful workplace campaigns often experience increased employee camaraderie and loyalty, enhanced employee morale, improved employee retention, as well as feeling like they're part of something truly special. So everyone — management, the employee AND our community — all benefit!

United Way Worldwide recently ranked our United Way of Tucson and Southern Arizona as the fourth most effective United Way in the world (out of 1,251 United Ways). That convinces me that they're a trustworthy, efficient charity. They're so effective that for every dollar you contribute to their Education Impact Fund, they can leverage it into \$11.81. A \$100 donation has an impact of more than \$1,100 for the children of Southern Arizona.

According to the U.S. Census Bureau, in 2012 alone, Tucson was the sixth poorest of U.S. cities with populations over 500,000. Our poverty rate exceeds 20%. The national poverty rate is below 16%.

In 2013, AGM's 100+ employees made a combined contribution to our United Way of over \$50,000. Many also give their time and talent through programs such as United Way's Days of Caring.

AGM employees want to make Tucson be a better place for all of us to live and thrive. I'll bet your employees do, too.

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– Mona Moore,
Sheraton Tucson Hotel & Suites



Contact the Tucson Metro Chamber
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Gail Goodman
Of Counsel

Same-Sex Marriage

Tax and Benefits Implications for Employers

In *United States v. Windsor* 570 U.S.(2013), the Supreme Court struck down as unconstitutional Section 3 of the Defense of Marriage Act ("DOMA"), which defined "marriage" for federal purposes as meaning only a legal union between one man and one woman, and "spouse" as meaning only a person of the opposite sex. The Windsor case involved a claim for refund of federal estate taxes by a surviving same-sex spouse who was precluded from claiming the spousal estate exemption by Section 3 of DOMA. While the Court found Section 3 to be unconstitutional, the Court didn't address Section 2 of DOMA. Section 2 provides an exception to the Full Faith & Credit Clause, providing that no state must recognize a same-sex marriage of another state.

The Windsor decision clearly invalidated Section 3 of DOMA, but how federal laws would be applied to individuals married in a state which allows same-sex marriage but reside in a state that does not, was not addressed.

The answer, for federal tax purposes, came in late August when the IRS issued Revenue Ruling 2013-17 advising that a same-sex marriage which is recognized as legal in the state or jurisdiction of celebration, will be recognized for

all federal tax purposes. "Jurisdiction" includes a state or foreign jurisdiction. The Department of Labor is also following the 'state of celebration rule' for most employment related issues, but not for FMLA.

Regarding Employer Provided Benefits, What Must Arizona Employers know about Windsor and the Subsequent IRS and DOL Pronouncements?

1. From September 16, 2013 forward, all qualified retirement plans (401(k)s; pensions; etc.) **must be administered** in a manner that treats a same sex-spouse the same as an opposite sex spouse, if the same-sex marriage was valid in the state of celebration.

2. This rule applies regardless of whether the Employer and Plan are maintained exclusively in Arizona, which does not recognize same-sex marriages or the Employer has employees in additional states (such as New Mexico) which recognize same-sex marriages.

3. There is no current requirement to offer healthcare benefits to any spouse, regardless of their sex.

4. If you provide healthcare benefits to a same-sex spouse, this benefit can be provided on a pre-tax basis, just as it is for opposite sex spouses.

5. If you provide healthcare benefits to a same-sex spouse, and the Employer is subject to COBRA, the same-sex spouse is now considered a 'qualified beneficiary' and must receive all required notices and election opportunities on the occurrence of a qualifying event.

6. If you have previously provided a same-sex spouse with healthcare benefits, you may be eligible for payroll tax refunds; see IRS Notice 2013-61.

7. The IRS has promised to offer additional guidance on this issue to address plan amendment requirements and necessary corrections relating to plan operations for periods prior to such guidance.

8. An Employer may have retroactive liability for actions prior to September 16, 2013, due to not treating a same-sex spouse as a spouse for benefit plan administrative purposes, but the law in this area is not yet clear.

9. Occasionally check the status of this developing area of law, on the Fennemore Craig, P.C. website at www.fennemorecraig.com. We maintain a listing and map of the current laws addressing this issue.



Gregg Johnson
Campus Director
University of Phoenix



Mike Hammond
President/Managing Shareholder
Cushman & Wakefield | PICOR

EDUCATION: Ed.D. Educational Leadership, BYU, MAED Educational Psychology BYU, BA Spanish/English

ORIGINALLY FROM: Salt Lake City, Utah

IN TUCSON AREA SINCE: 2006

FAMILY: Kathy (wife) of 46 years and 11 children (10 boys and 1 girl) and 24 grandchildren

PROUDEST ACCOMPLISHMENTS

1. My family
2. Achieving Eagle Scout and having all 10 sons achieve Eagle Scout
3. Exploring over 50 archeological sites in Mexico/Central America and leading 9 tours on visits to many of these sites
4. Leading the University of Phoenix Southern Arizona Campus to achieve the highest campus award and become the University's first Valedictorian Campus

BIGGEST PROFESSIONAL CHALLENGE:

Preserving the jobs of our employees during a time of change and tumult in the private education sector while maintaining the standard of quality service and academics we have established

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

Tucson is a great place to be—every location has a “spirit of place,” and the spirit here is one of friendship and opportunity. We have a historic past. With our many resources and great diversity at all levels, we are poised for a marvelous future. By working together for the common good and success of all, and by understanding the tremendous potential that is Tucson, I believe that we will be recognized as one of the great cities in America potentially leading the way in this new century.

TOP THREE THINGS ON MY BUCKET LIST:

1. Serve my church on a future mission or missions
2. Retire gracefully and successfully
3. Tour the United States with my wife so that we can enjoy America the beautiful

ORIGINALLY FROM: Panama Canal Zone, grew up in San Diego as one of 10 children

IN TUCSON AREA SINCE: 1976

FAMILY: Leslie (wife); three children: Renee, Paul and Matt; two grandchildren and one on the way.

PROUDEST ACCOMPLISHMENTS:

Company survival has been no small feat. I'm proudest that we have never had to lay anyone off for economic reasons through two major and two minor recessions. The environment of mutual loyalty we have been able to foster has been key to our success.

BIGGEST PROFESSIONAL CHALLENGE:

With the ups and downs the real estate industry and small business economy have seen, managing the bottom line has required constant attention. So many companies have come and gone, this vigilance guides my responsibility for the livelihood of the families our payroll supports in good times and bad.

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

Don't be afraid of change. Recognize our inherent strengths as a region and embrace what that means, especially if it results in good jobs for all the economic and social classes that live in greater Tucson.

TOP THREE THINGS ON MY BUCKET LIST:

1. Travel more
2. Improve my Spanish fluency
3. Stay healthy



Ray Clarke
Regional V.P.
Epidaurus
dba Amity Foundation



Jim Arnold
Vice President/General Manager
Journal Broadcast Group/Tucson
Operations

EDUCATION: University of Arizona College of Business and Public Administration B.S.'73; College of Education, M.S.'78

ORIGINALLY FROM: Cincinnati, Ohio

IN TUCSON AREA SINCE: 1969

FAMILY: Debra (wife), Terri (daughter), Paul (son) (1973-2013), Grandchildren: Ashley, Roy, Taylor, Carter, Caleb and Tabia

PROUDEST ACCOMPLISHMENTS:

Husband, father, grandfather and uncle to numerous nieces and nephews

BIGGEST PROFESSIONAL CHALLENGE:

Finding solutions so that no child in Tucson goes to bed hungry.

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

Thank you, Tucson, for your tremendous support over many years. Let's end child hunger in our Tucson community.

TOP THREE THINGS ON MY BUCKET LIST:

1. In early 2014 or sooner, complete fundraising for the final phase of Dragonfly Village Transitional Housing for Homeless Individuals and Families
2. Longer visits with family across the country
3. Vacation on the Fiji Islands

EDUCATION: University of Arizona

ORIGINALLY FROM: Marion, Indiana

IN TUCSON AREA SINCE: 1964-1978 & 2000 - Present

PROUDEST ACCOMPLISHMENTS:

1. Raising two wonderful children
2. Various successes during career path
3. Being a mentor to several successful colleagues

BIGGEST PROFESSIONAL CHALLENGE:

Keeping up with changes in technology; attitudes of younger employees; and being less involved in non-productive things.

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

We are on the brink of becoming a non-factor city. Get involved and do it with vigor and common sense. Not everyone will be pleased with your actions. We have become a region directed by a vocal minority. It is time for the silent majority to demand progress that will result in economic opportunity and prosperity for all who desire it.

TOP THREE THINGS ON MY BUCKET LIST:

1. Being around to see my grandkids become adults
2. Traveling: completing all 50 states and the rest of Europe
3. Write a book



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Aviva Children's Services



BOB HESLINGA, EXECUTIVE DIRECTOR

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

Aviva provides enhanced services for children who are victims of poverty, neglect and abuse and in the care of Child Protective Services. Aviva's staff helps families in the process of re-unification through visit supervision and case management. In addition, Aviva provides unique support services directly to the children in CPS. Finally, we help families stay re-unified through two different peer support programs.

What are some of the challenges that your organization faces?

There are currently 4,000 children in the care of CPS in Pima County and 14,000 statewide. We have been particularly challenged by the unprecedented surge in CPS cases that coincided with the State's budgetary cuts to children and family services. The support of Tucson's business sector of our mission to help the littlest, least and most vulnerable in our community is now more critical than ever. We seek financial and volunteer support to accomplish this goal.



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

We seek corporate partnerships that not only contribute to the well-being of children but find in Aviva's mission a resonance in their own corporate values. We are open to work creatively with any business that would be open to partnering with us in this important work.

Big Brothers Big Sisters of Tucson



MARIE LOGAN, CEO

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

Big Brothers Big Sisters of Tucson creates and supports one-to-one, adult-to-child mentoring relationships, guiding youth from a position of risk to one of achieving their highest potential. We serve children ages 6-17 ("Littles") by custom matching them with caring, adult volunteer mentors ("Bigs") and providing ongoing support to our volunteers, children and their families. Bigs spend quality time with their Littles resulting in positive outcomes for the youth while decreasing negative ones.

What are some of the challenges that your organization faces? We are in constant need of volunteers, particularly male volunteers to be Big Brothers as well as bilingual volunteers, both male and female. As a non-profit that is funded largely by grants, fundraising events and corporate sponsorships, we are always seeking new community partnerships to increase our funding and resources. Our building is in desperate need of repair, requiring substantial additional funding to save us from taking out a mortgage.



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

As an agency, we want to engage the Tucson community in every way we can. We want to get our name out there, inform families about our services, recruit volunteers, create community partnerships and gain corporate sponsorships...all in an effort to expand our reach and serve a greater number of Tucson's children. As a CEO, I want to connect with other Tucson business leaders who can help us accomplish all of those things.

New Members

Visit TucsonChamber.org for additional new member information.

November 2013

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Alvernon Way/Grant Rd.
Alvernon Way/Timrod St.
Benson Highway/Country Club Rd.
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Broadway Blvd./Pantano Rd.
Campbell Ave./Drexel Rd.
Country Club Rd./Ajo Way
Country Club Rd./Valencia Rd.
Craycroft Rd./26th St.
Craycroft Rd./Valencia Rd.
First Ave./Fort Lowell Rd.
Fort Lowell Rd./Country Club Rd.
Fort Lowell Rd./Dodge Blvd.
Fort Lowell Rd./Stone Ave.
Freeway/Congress St.
Golf Links Rd./Craycroft Rd.
Golf Links Rd./Harrison Rd.
Golf Links Rd./Pantano Parkway
Golf Links Rd./Wilmot Rd.
Grant Rd./Columbus Blvd.
Grant Rd./Craycroft Rd.
Grant Rd./Forbes Blvd.
Grant Rd./Oracle Rd.
Grant Rd./Tucson Blvd.
Harrison Rd./Broadway Blvd.
Irvington Rd./Midvale Park Rd.
Kinney Rd./Western Way Circle
Kolb Rd./Escalante Rd.
La Canada Drive/Duval Rd. (Green Valley)
Los Reales Rd./Cardinal Ave.
Miracle Mile Rd./Flowing Wells Rd.
Mission Rd./36th St.
Mission Rd./Drexel Rd.
Nogales Highway/Drexel Rd.
Nogales Highway/Old Nogales Highway

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Oracle Rd./Prince Rd.
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Palo Verde Rd./Drexel Rd.
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Sixth Ave./Benson Highway
Sixth St./Campbell Ave.
Speedway Blvd./Camino Seco
Speedway Blvd./Country Club Rd.
Speedway Blvd./Craycroft Rd.
Speedway Blvd./Houghton Rd.
Speedway Blvd./Kolb Rd.
Speedway Blvd./Park Ave.
Speedway Blvd./Silverbell Rd.
Speedway Blvd./Sixth Ave.
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Wilmot Rd./Pima St.

Cook & Co. Signmakers, Inc.

P (520) 622-2868
www.cooksigns.com
SIGNS

Devereux Arizona

P (520) 296-5551
www.devereux.org
ORGANIZATIONS AND/OR ASSOCIATIONS

Farhang & Medcoff

P (520) 790-5433
www.fmazlaw.com
ATTORNEYS
LEGAL SUPPORT SERVICES

Gordons Dollar Plus Store

1980 W. River Rd. #180
DISCOUNT STORES & PLANS

HT Metals

P (520) 807-6157
www.htmetals.com
METAL

Kaiser Garage Doors & Gates

P (520) 884-1771
www.kaisergarage.com
GARAGE DOORS AND OPENERS

Keller Williams Commercial

P (520) 907-0030
www.tucsoncommercial.com
REAL ESTATE - COMMERCIAL & INVESTMENT

KXCI 91.3 Community Radio

P (520) 623-1000
www.kxci.org
RADIO STATIONS

Liberty Tax Service

P (520) 721-3114
www.accountingtucson.com
TAX SERVICES

Little Caesars

P (602) 272-5500
www.littlecaesars.com
RESTAURANT - PIZZA

Munger Chadwick

P (520) 721-1900
www.mungerchadwick.com
ATTORNEYS

National City Tourism & Marketing District

P (619) 477-9339
www.visitnationalcity.com
HOTELS AND/OR MOTELS

Serrato Corporation

P (520) 326-1682
www.serratocorp.com
SCHOOLS - INDUSTRIAL AND/OR TECHNICAL
AND/OR TRADE
TRAINING PROGRAMS

Southwest Psychotherapy & Counseling, LLC

P (520) 293-1770
www.swtherapy.com
PSYCHOTHERAPISTS

Southwest Truck Driver Training, Inc.

P (520) 200-7019
www.swtdt.com
SCHOOLS - INDUSTRIAL AND/OR TECHNICAL
AND/OR TRADE

Tesoro Enterprises, LLC

P (520) 326-3777
REAL ESTATE - COMMERCIAL & INVESTMENT

Voyager RV Resort and Hotel

P (800) 424-9191
www.voyagerrv.com
RV PARKS

WITT Company

P (800) 777-0852
www.witt-company.com
COPIERS AND SUPPLIES

October 2013

Acacia Information Technologies

P (520) 751-0888
www.acaciait.net
COMPUTER SYSTEMS AND/OR NETWORKS

Adam D. Technology

P (520) 762-7614
www.tucsontechsupport.com
COMPUTER SYSTEMS AND/OR NETWORKS

Adaptive Strategies, Inc.

P (312) 802-6476
www.adaptstrat.com
SPEAKERS

Arizona Fresh Foods, LLC

P (520) 261-6677
www.arizonafreshfoods.com
FOOD SERVICE DISTRIBUTORS

Ascent Medical Marketing

P (877) 897-4431
www.ascentmedicalmarketing.com
SOCIAL MEDIA

California Pizza Kitchen- Tucson Mall

P (520) 407-5004
www.cpk.com
RESTAURANT - PIZZA

Candlewood Suites Tucson

P (520) 373-5799
www.tucsoncw.com
HOTELS AND/OR MOTELS

Community Extension Programs, Inc.

P (520) 888-2727
www.cep-az.org
CHILD CARE AND/OR SERVICES

DeConcini McDonald Yetwin & Lacy, P.C.

P (520) 322-5000
www.dmyl.com
ATTORNEYS

ETC Compliance Solutions, Inc.

P (520) 321-1999
www.e-t-c.com
CONSULTANTS - SAFETY

Gotham Heating & Cooling, LLC

P (520) 991-9570
www.gothamheatingandcoolingtucson1.com
CONTRACTORS - AIR CONDITIONING AND/OR HEATING

Make Way For Books

P (520) 721-2334
www.makewayforbooks.org
SCHOOLS AND/OR EDUCATIONAL SERVICES

Mission Linen Supply

P (520) 622-4811
www.missionlinen.com
LINEN SUPPLY SERVICES

Professional Bartenders Unlimited

P (520) 721-1577
www.probartenders.net
BARTENDING SERVICE

Southern Arizona Rain Gutters, Inc.

P (520) 299-7246
www.southernarizonaraingutters.com
WATER RESOURCE MANAGEMENT

Uber

P (480) 628-4233
www.uber.com
TRANSPORTATION SERVICES

Visalus

P (520) 241-1042
www.tylerandmimiford.com
WEIGHT CONTROL

Wells Fargo Home Mortgage

P (520) 559-6527
www.wellsfargo.com
MORTGAGES AND/OR CONTRACTS

Wells Fargo Wealth Management

P (520) 529-5938
www.wellsfargo.com
FINANCIAL PLANNING AND/OR INVESTMENT SERVICES

September 2013**A&M Fencing**

P (520) 574-7558
www.amfencing.com
FENCES

Ali Megan Photography

P (520) 312-8566
www.alimegan.com
PHOTOGRAPHERS - COMMERCIAL

Angelica's Wedding & Event Center

P (520) 325-9161
www.angelicastucson.com
EVENT AND/OR CONVENTION SERVICES AND/OR FACILITIES

Arizona House of Carpets, Inc.

P (520) 327-5741
www.tucsoncarpetstore.net
FLOOR COVERINGS

Arizona State University

P (520) 334-8767
www.asu.edu
SCHOOLS - ACADEMIC - COLLEGES & UNIVERSITIES

Bank of America Home Loans

P (520) 917-7643
MORTGAGES AND/OR CONTRACTS
LOANS

Bank of America Merrill Lynch

6401 N. Campbell Ave. #2
P (520) 917-9406
FINANCIAL PLANNING AND/OR INVESTMENT SERVICES

10195 N. Oracle Rd. #900
P (520) 747-6139
FINANCIAL PLANNING AND/OR INVESTMENT SERVICES

Bank of America Mortgage - Customer Assistance Center

P (520) 917-8142
LOANS
MORTGAGES AND/OR CONTRACTS

Bianchi's Italian

P (520) 882-8500
RESTAURANT - ITALIAN

Davine Kreations

P (520) 603-2978
www.davinekreations.com
GIFT BASKETS & PARCELS

Days Inn Kokopelli - Sedona

P (928) 284-1100
www.daysinnkokopelli.com
HOTELS AND/OR MOTELS

Empire Southwest

P (520) 746-8200
www.empire-cat.com
EQUIPMENT LEASING AND/OR RENTAL AND/OR SALES

Gifts By La Bella Baskets

P (520) 307-8569
www.giftsbylabellabaskets.com
GIFT BASKETS & PARCELS

Mark Irvin Commercial Real Estate Services, LLC

P (520) 620-1833 ext. 1
www.markirvin.com
REAL ESTATE - COMMERCIAL & INVESTMENT

McDonald's

1059 E. Tucson Marketplace Blvd.
P (520) 882-4462
RESTAURANT - FAST FOOD SERVICE

PH Mechanical Engineering

P (520) 731-2060
www.phmech.com
ENGINEERING SERVICES

U.S. Trust - Bank of America Private Wealth Management

P (520) 615-6684
FINANCIAL PLANNING AND/OR INVESTMENT SERVICES

Wal-Mart Supercenter

1260 E. Tucson Marketplace
P (520) 917-3025
www.walmart.com
DEPARTMENT AND/OR DISCOUNT STORES

Western Refining

P (602) 286-1777
www.wnr.com
PETROLEUM MARKETING & RETAILING

Member Anniversaries

November 2013

50 YEARS

AAA Arizona Automobile Association

43 YEARS

AGM Container Controls, Inc.

36 YEARS

Diversified Design & Construction, Inc.
Pima Air & Space Museum

34 YEARS

Wilford Construction Co.

32 YEARS

Contact One Call Center

31 YEARS

Tucson Lifestyle Magazine

30 YEARS

Pima Federal Credit Union

29 YEARS

Tricon Contracting, Inc.

28 YEARS

The University of Arizona Medical Center

26 YEARS

Freeport-McMoRan Copper & Gold, Inc.

24 YEARS

Foothills Mall

23 YEARS

Bank of America Merrill Lynch - Williams Center

22 YEARS

Andy's Door & Lock Service
Sonora Investment Management

19 YEARS

Formula One
RW Strunk Excavating, Inc.

18 YEARS

Arizona's Children Association

17 YEARS

Kachina Business Solutions
Stanley Steemer
Sweet Tomatoes

16 YEAR

Central Arizona Project
Desert Pueblo Mobile Home Park

15 YEARS

Batteries Plus
First Avenue
Wilmot Road
Bourn Companies
Boy Scouts of America - Catalina Council
Grijalva Realty Corp.
Temco Air Environmental

14 YEARS

Border States Electric Supply
Envirosystems, LLC
Visit Tucson

13 YEARS

Fellowship Square Tucson
New Beginnings Treatment Center, Inc.

11 YEARS

Bob's Automatic Transmission
Madaras Gallery
Pre-Ventronics

9 YEARS

Citi
Funeraria Del Angel
La Paloma Property Owners Association
The Temp Connection
Tierra Antigua Realty
Wells Fargo Private Client Services

7 YEARS

D.M. Lovitt Insurance Agency
Four Points by Sheraton
Tucson Airport

6 YEARS

Chick-fil-A at El Con
Heinfeld, Meech & Co.
Pima County JTED
Wayland Baptist University

5 YEARS

Able Distributing
Arizona Association of Community Managers
BizTucson Magazine
Empire Beauty School
Rescare Workforce Services
ServiceMaster All Care Restoration

4 YEARS

Carondelet Health Network
Hensel Phelps Construction Company
Re-Bath & 5 Day Kitchens
St. Mary's Hospital
Transportation Logistics Management, Inc.

3 YEARS

Chico's Moving Company
Culver's of Tucson
Sunset Custom Homes, Inc.
The Cleaning Authority

2 YEARS

Ace Casino Equipment
Arizona Department of Transportation
Arizona Lotus
Cafe a La C'art
Coventry Health Care - First Script Network Services
FastMed Urgent Care
Fourth Avenue Merchants Association
FranklinCovey
Literacy Connects
Microbusiness Advancement Center
Ronald McDonald House Charities of Southern Arizona
Safeguard Tucson
Southern Arizona College Funding Solutions
Southwest Fiberglass, LLC

1 YEAR

Adair Funeral Home
ADP TotalSource
Boreale Law, PLC
Chesapeake Arizona Investments
Commotion Studios, LLC
Cost Plus World Market
Del Lago Golf Club
Intelligent Design Air Conditioning and Heating

Lazarus, Silvyn & Bangs, PC
RE/MAX Excalibur Real Estate
Sedona Technologies
Southern Arizona Arabian Horse Association

October 2013

51 YEARS

Mi Nidito Restaurant

50 YEARS

Culligan Water Conditioning

46 YEARS

Central Alarm, Inc.

42 YEARS

University of Arizona Business Affairs

36 YEARS

Regier Carr & Monroe, LLP

31 YEARS

Quarles & Brady, LLP

29 YEARS

Sheraton Tucson Hotel & Suites

27 YEARS

Flowers-Rieger & Associates, P.L.L.C.

26 YEARS

Enterprise Rent-A-Car

24 YEARS

CNN Realty Services, LLC

21 YEARS

Richmond American Homes of Arizona, Inc.
The Gaslight Theatre

20 YEARS

Southwestern Building Maintenance
Tucson Orthopaedic Institute

19 YEARS

Southwest Airlines
Valbridge Property Advisors/MJN Enterprises, Inc.

18 YEARS

Meritage Homes

17 YEARS

Courtyard by Marriott - Williams Centre

16 YEARS

Office Depot, Inc.
Pima County Attorney Bad Check Program
Reddy Ice Corporation

15 YEARS

Conference Services - UA Residence Life
Humane Society of Southern Arizona
Lloyd Construction Company, Inc.

14 YEARS

Ben Bridge Jewelers
Earth Energy's Hearth & Patio
Far Horizons Tucson Village

13 YEARS

Arizona Small Business Association, Inc.
PPEP TEC Charter High Schools

12 YEARS

Kino Sports Complex

11 YEARS

DOWL HKM
Merrigan's Arizona Roadrunner
P.F. Chang's China Bistro
Tyco Integrated Security, LLC

10 YEARS

Arizona Party Rental
Caruso's Restaurant
Larsen Baker, LLC
Main Gate Square/Marshall Foundation

9 YEARS

Chapman Management Group
Delivery Doctors Movers, LLC
Eliot Management Group
Residence Inn by Marriott
Tucson Williams Centre

8 YEARS

Edward Jones
P & M Drywall, Inc.
The Caliber Group, Inc.
Therapeutic Riding of
Tucson

7 YEARS

DeGrazia Gallery in the Sun
Desert Christian Schools
Ogletree, Deakins, Nash,
Smoak & Stewart, PC
Swaim Associates LTD
Architects AIA

6 YEARS

El Rio Community Health
Center
Goldman, Walker & DiMarco
Spanish Trail Dental

4 YEARS

Humane Society of
Southern Arizona
Adoption Center
Westland Resources, Inc.

2 YEARS

Alphagraphics Palo Verde
American Family Insurance
American Red Cross
Southern Arizona Chapter
Arizona Homestead
Longterm Care Solutions,
Inc.
Arizona Waste Oil Service,
Inc.
August West Audio Visual
BNI - Business Network
International
Community Food Bank of
Southern Arizona
Community Partnership of
Southern Arizona
Genesis Natural Medicine
Center
Krikawa Jewelry Designs
Pepsi Beverages Company
SunEdison
The Hearon Company &
Ashland Group

1 YEAR

A Pro Restoration, LLC
Arizona Greyhound Rescue
AZ Family Thrift
Brushfire BBQ
Buffalo Wild Wings
Commercial Cleaning &
Restoration

EPAC, LLC
Forty Niner Country Club
Main Street Executive &
Employee Benefits, LLC
Oschmann Employee
Screening Services
Restaurant Depot
Rodan + Fields
Dermatologists
Smashburger
Sundown Home Repair &
Contracting
The Loft Cinema
Walgreens
22nd/Alvernon
22nd/Craycroft
Alvernon/Grant
Broadway/Houghton
Broadway/Swan
Campbell/Allen
Coachline/Twin Peaks
Colossal Cave/Mary Ann
Cleveland
Continental/La Canada
Cortaro/Silverbell
Dove Mountain/
Tangerine
Esperanza/La Cananda
First/River
First/Tangerine
Golf Links/Harrison
Grant/Campbell
Grant/Swan
Harrison/Old Spanish
Trail
Ina/La Cholla
Irvington/Campbell
La Canada/Lambert
Oracle/Grant
Oracle/Ina
Oracle/Limberlost
Oracle/Rancho Vistoso
Orange Grove/La Cholla
Prince/Flowing Wells
River/Craycroft
Silverbell/St. Mary's
Sixth/29th
Snyder/Sabino Canyon
Speedway/Anderson
Speedway/Camino Seco
Speedway/Craycroft
Speedway/Harrison
Tanque Verde/Catalina
Highway
Tanque Verde/Sabino
Canyon
Thatcher/20th
Thornydale/Overton

Valencia/12th
Valencia/Cardinal
Valencia/Midvale Park
Valencia/Nexus

September 2013

49 YEARS

Omni Tucson National
Resort

44 YEARS

Merle's Automotive Supply

42 YEARS

Arizona-Sonora Desert
Museum

37 YEARS

University of Arizona
Athletic Department

35 YEARS

Southwest Gas Corp.

34 YEARS

Gadabout SalonSpas
Sun Tran

29 YEARS

Hughes Federal Credit
Union

27 YEARS

The Hearing Aid Center, Inc.

24 YEARS

SCS Engineers

22 YEARS

Aloft Tucson University

20 YEARS

Ace Hardware
Casino del Sol Resort &
Conference Center
Valencia Rd.
Camino de Oeste

18 YEARS

Our Family Services

17 YEARS

Micromex
The University of Arizona
Foundation

16 YEARS

Holiday Inn Express
The Nordstrom Group, Inc.

14 YEARS

Casa de la Luz Hospice
The Mahoney Group

13 YEARS

Desert Building Material
Tucson Hispanic Chamber
of Commerce
Tucson Industrial Realty,
LLC

12 YEARS

Bekins Moving Solutions

11 YEARS

Hospice Family Care
Peter Piper Pizza
12th Avenue

10 YEARS

Frisby Insurance
Parsons Brinckerhoff
Perimeter Bicycling
Association of America,
Inc.

9 YEARS

Emerge! Center Against
Domestic Abuse
Long Title Agency
Metropolitan Pima Alliance

8 YEARS

Freedom RV, Inc.
Tucson Regional Economic
Opportunities, Inc.

7 YEARS

Sonoran Science Academy
- Tucson

6 YEARS

Dental Village
Embassy Suites Tucson -
Paloma Village

5 YEARS

Embry Riddle Aeronautical
University - Tucson
Campus

4 YEARS

Staybridge Suites Tucson
Airport

3 YEARS

Peter Piper Pizza
Broadway Blvd.
Southern Arizona Arts &
Cultural Alliance

2 YEARS

88-CRIME, Pima County
Attorney's Office
Adam D. Technology
AdVision Outdoor
AT&T Services, Inc.
David C. Preston CPA, PC
Graphic Impact
Gray Line Tours/Citizen
Auto Stage Co.
Habitat for Humanity
Tucson
Imus Wilkinson Investment
Management
Kinetico Quality Water
KVOI
Marana Health Center
Pedata RV Center
Randstad
Remedy Intelligent Staffing
Southern Arizona
Transportation Museum
The Desert Leaf

1 YEAR

Cartridge World Tucson
Children's Museum Tucson
Funding Garage, Inc.
Gugino & Mortimer, PLC
Horace Mann - Bruce
Stubbs
Nuanced Media
Pandora
Reproductions, Inc.
Southwest Conservation
Corps - Sonoran Desert
StudyGroupIt, LLC
University of Arizona
Department of
Immunobiology College
of Medicine
Zanes Law
Arizona Lifeline Med-Trans



ADAM D. TECHNOLOGY

8230 E. Broadway Boulevard #P1 • 520-762-7614

Adam Dellos, CEO and founder announced their newest location to serve the IT needs of businesses and residents of Tucson. The east side location offers all the same services its west office has plus additional features that create a unique and fun atmosphere. Meet up with your friends and colleagues or take on that next novel with a cup of coffee and complimentary Wi-Fi on their patio in the beautiful Tucson weather.

ARIZONA STATE UNIVERSITY

340 N. Commerce Park Loop #250 • 520-884-5507

ASU's School of Social Work Tucson Component has been serving the needs of Southern Arizona since 1978 and offers a full two-year MSW program, an Advanced Standing one year MSW program and a BSW program. The Tucson program includes four full-time tenured faculty members, one part-time tenured faculty member, two full-time academic professionals and an academic advisor.



BLUE BELL CREAMERIES

9398 E. Old Vail Road • 520-903-0231

Blue Bell Creameries (Tucson) grand opening of new distribution facility.

DESERT ROSE HEATHER CREMATION & BURIAL

1040 N. Columbus Boulevard • 520-322-6131

Desert Rose Heather Cremation & Burial celebrated the joining of two Dignity Memorial® funeral homes committed to the highest standards of service with a ribbon cutting ceremony. Desert Rose Cremation & Burial and Heather Mortuary & Chapel will continue the proud tradition of serving the community with compassionate care, respect and guaranteed satisfaction.



FASTMED URGENT CARE

5594 E. 22nd Street • 520-232-2047

On Wednesday, October 23 FastMed Urgent Care celebrated the opening of its sixth clinic in the Tucson area at the corner of 22nd Street and Craycroft Road in the Country Fair Shopping Center, representing FastMed's 25th location in Arizona.

GREEN FIELDS COUNTRY DAY SCHOOL

6000 N. Camino de la Tierra • 520-297-2288

175 Green Fields students and teachers enjoyed a pizza lunch and birthday cake to celebrate the school's 80th Anniversary. Coming together at one long table down the middle of their green lawn is a tradition at Green Fields. Chamber members served cake while students wrote birthday messages on the paper-covered tables.



JTED @ CAMINO SECO

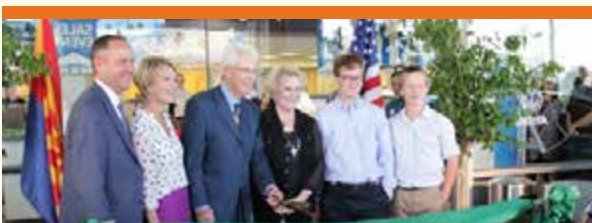
8727 E. 22nd Street • 520-352-JTED (5833)

Pima County JTED's November 6 grand opening showcased improvements on the Camino Seco campus, 8727 E. 22nd Street in Tucson. Newly constructed Building 4 accommodates the expansion of JTED's Cosmetology and Healthcare Foundation programs. The 14,000-square-foot facility houses a lab, student commons and shell space for future expansion. BFL constructed the \$2.1 million development.

MARRERO PUBLISHING

PO Box 41011 • 520-982-6200

Mark Marrero, owner of Marrero Publishing, launched a new app for the Tubac Official Visitor's Guide. The app is updated monthly with new events and promotions. The app is available on iTunes, Google Play and Amazon. This is Arizona's first 'visitors guide' app to span Droid tablets and all Apple Products.



O'RIELLY CHEVROLET

6100 E. Broadway Boulevard • 520-747-8000

O'Reilly Chevrolet opened in 1924 when horses were more common than cars. In 1966 O'Reilly moved from downtown to 6100 E. Broadway, where an all-new facility was unveiled recently. More than a facelift, the all-new O'Reilly involves a top to bottom transformation of the buildings, systems, outdoor areas, and offices.

WALMART

3435 E. Broadway Boulevard • 520-917-1655

"Tucson and The El Con Center Welcome's the Newest Walmart to their community." Store Manager Carlos Lomeli and his team are looking forward to serving their customers so that they can Save Money and Live Better.



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The Chamber Edge

This quarterly magazine is a unique blend of business news with an advocacy flair, how-to information and intelligence about developments that affect every business in Pima County.



TucsonChamber.org

One of Tucson's most important websites, **TucsonChamber.org** has more than 14,000 unique visitors per month. EVERYONE uses the internet! Office. Home. Smart phones. Tablet computers. The internet is the way business gets done.

When business executives, consumers, visitors and families relocating to the Tucson area go to **TucsonChamber.org**, make sure they see your company!

For more information contact Jackie Chambers at
(520) 792-2250, Ext. 127 or jchambersbond@tucsonchamber.org.



TucsonChamber.org

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Get ready to tee it up at Arizona's most decorated casino resort, Sewailo Golf Club at Casino Del Sol Resort, Tucson's newest and most beautiful golf course to date! The verdant, velvet green complexes and smooth fairways await you - be one of the first to play this jewel of the desert! Arizona's only Forbes Four-Star and Triple-A Four Diamond Casino resort offers five incredible restaurants, a spa, and Tucson's finest concerts under the stars at AVA Amphitheater. So come stay and play the way you want to at Casino Del Sol Resort, where every day and night is extraordinary!

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