

The **CHAMBER** **EDGE**

Winter 2015



TucsonChamber.org

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Chairman's Message

Tony Penn
Chairman of the Board

Public Policy that Inspires Economic Development

The New Year brings with it for me a renewed level of optimism that genuine economic growth for our region could be just around the next corner. However, as a business leader, I'm acutely aware that to achieve real growth there are many factors that can positively or negatively influence our opportunities. Almost no influence is more powerful than public policy at the state, county and local level.

It's a fact that there is a definitive link between good government and the potential for economic growth that strengthens all sectors, including small business and especially the membership of our Tucson Metro Chamber right here in Southern Arizona. Making the right public policy decisions can help spur growth in our economy by creating the environment in which all businesses can thrive. For example, the state and local government we want and need as we begin 2015 should be focused on education and workforce development training policies. In doing so, the right policies increase the opportunities for workers to improve their skills and help to create the pools for talent that growing companies seek as they search for where to relocate, build and grow. Business today follows talent.

The question is, "Do we in Arizona have the will to direct our legislature, county and city elected officials to make promoting economic growth one of the main objectives of government policy?" I certainly agree that our government may truly help business by reducing the number of laws and regulations necessary to spur more willingness by business leaders to take a risk with reasonable certainty of a positive return. The government we want and need is one that helps economic growth and workforce development through investing in our K12 education, colleges and universities systems here in Arizona. It's a fact that producing highly skilled workers translates into increased competitiveness, more jobs and the prospect of prosperity for all.

Government policy can also inspire economic growth when public and private partnerships are forged to make crucial improvements of infrastructure within our communities. Investment must be made to deliver well-planned and maintained roads, highways and rail links throughout the Southern Arizona region, such as the proposed Sonoran Corridor Partnership. Trading links and connections to seaports (Mexico), inland ports (the Port of Tucson) and airports can enable businesses to grow and flourish as they gain easier access to domestic and foreign markets.

Finally, promoting and protecting our existing major employment centers, like Davis-Monthan Air Force Base, Raytheon Missile Systems and others should also be a top priority. Especially for those who represent us in leadership positions in government where public policy is drafted and shaped.

That's what you'll find in this issue of "The Chamber Edge." You'll read and learn from leaders who will play very key roles in setting the important public policy agenda for 2015 and beyond. We trust that good policy will help drive the economic growth we all hope is just around the next corner.

Tony Penn
Chairman of the Board

Executive Committee

Chairman of the Board

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President's Message

Michael V. Varney
President & CEO

The Chamber's New Year Resolutions

So here we are again. It's the New Year. It's a fresh start on another 12 months of self-imposed improvements called resolutions. I've given a lot of thought to what the next 12 months should bring to the Chamber's efforts to promote a stronger local economy. My list looks like this:

LOSE WEIGHT

In this case I am talking about the weight of intrusive regulations, burdensome government systems and red tape that keep a foot on the brake as we try to move our community toward greater prosperity. The Chamber's resolution is to do all we can to make it easier and faster to grow local enterprise. The Chamber's Economic Development Committee has a task force examining the best way to implement a "new EIS – Economic Impact Statement" that requires government to consider the economic impact of the laws, ordinances and regulations it imposes on business. Another task force under the same committee will work on defining the specifics of what "business-friendly" really looks like. The Chamber will advocate for the specific changes necessary to become more welcoming to the growth of local companies and the arrival of companies interested in doing business in Southern Arizona.

STOP SMOKING

That should read, "stop smoking – and catch fire". If we want to see real business-friendly improvement in our area business simply must start stepping up and becoming more involved. A good friend who is an exec at another chamber of commerce once noted, "The future belongs to those who show up." Business needs to make its presence known at City Council meetings and at Pima County Board meetings. We need to write letters and make phone calls. In short, we need to move from smoldering about local advocacy matters and turn into a roaring wildfire. Only 30% of registered voters actually voted in the last election. A few thousand more business-friendly votes would have changed the outcomes in a number of elections.

EAT BETTER

A good diet is a combination of various food groups and types of nutrients. Likewise, the kind of advocacy that really makes a difference is a combination of local business groups who speak with one voice. We have more than ten chambers in our region. There is an executive leadership group (SALC) and there is Tucson Regional Economic Opportunities (TREO). The home builders, real estate association, and other groups all can help make a difference. Improving our local prosperity will take all of us.

READ MORE

That's what our young people need to do. Starting with pre-K up to the critically important third-grade reading assessment test and beyond into adulthood, reading is essential to education. And education is vital to having a qualified workforce. The Tucson Metro Chamber will collaborate with the collective efforts of other community groups to support the fledgling StriveTogether initiative to orchestrate and align community resources behind a comprehensive effort to increase education outcomes in Southern Arizona.

Now for the tough part: getting it done.

Michael V. Varney
President & CEO

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- Vella Austin, COO, Buffalo Exchange

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MISSION STATEMENT

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

CORE FUNDAMENTALS

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

VALUE PROPOSITION

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



Government Affairs Message

Robert Medler
Vice President of
Government Affairs

Tucson Lags Similar Cities in Wealth

I'm optimistic.

Sure, Arizona is facing a \$1.6 *billion* deficit, which could become more than \$2.5 billion over the next two years. There will be tough discussions, tough decisions and tough consequences. With a newly-minted governor, a new leadership team in the state legislature and the rest of the statewide offices, I firmly believe those in office will step up and meet not only the fiscal difficulties, but also lead our economy back to the high-rate growth of days past. I think 2015 is going to be a great year politically for business. Challenging yes, but still great.

Southern Arizona's economy needs some optimism. As many will point out, the Phoenix economy has outpaced metropolitan Tucson by a decent margin since the end of the Great Recession. Good. Phoenix should. People who compare Phoenix and Tucson don't understand the difference between apples and oranges — no, strawberries. The two are not even in the same galaxy when you talk about economies.

In 2014, the Phoenix Metropolitan Statistical Area (MSA) had an estimated 4.3 million people and a gross metro product (GMP) of \$221 billion, while Tucson had a population of 993,000 and a GMP of \$35.5 billion. That's 4.33 times the population and 6.22 times the GMP. Those differences are staggering. If metro Tucson's economy was scaled appropriately, our GMP for last year should have been in the range of \$51 billion. That means our economy is roughly a third less than it should — could — be. GMP per capita in the Phoenix metro is \$51,395. Tucson's is \$35,786. For comparison, Denver is \$67,692, San Diego is \$59,416 and Salt Lake City is \$71,198.

Of the top 100 metropolitan areas, the Tucson MSA ranks 52nd in population, but 70th in GMP. It comes down to this: we don't have enough *wealth* in our community. Now some will read this and say we have enough *wealthy* people, we should be helping those who live below the poverty line. I don't disagree. I'm not talking about that, though. I'm talking about *region wide wealth*, not individual wealth.

In any market, there exist those who have done exceptionally well in business or other ventures and have translated that success in to individual wealth with multiple commas. However, regional wealth is an important statistic to gauge economic development. While the mantra is jobs, jobs, jobs, we should be talking about ways to increase our regional wealth. All jobs are not created equal. Primary jobs are preferential since the multiplier effect has a greater impact on the economy. We'll take 700 new call center jobs, but we want 200 new mining jobs, 100 new manufacturing jobs and 25 new Ph.D. level scientists as well.

As a community we need to stop picking and choosing employers and instead welcome them with arms wide open. Numerous businesses never operate in our region because they hit regulatory roadblocks, difficult neighbors and a host of other unwelcoming attitudes. After living in this community for nearly 15 years, I know we can pull together a better effort. Groups working together and government starting with a "yes", would go a long way in attracting business and building that regional wealth.

I'm optimistic.

Robert Medler
Vice President of Government Affairs

Education

- Support the Arizona College & Career Readiness Standards
- Urge the Legislature to collaborate with the Arizona Board of Regents to build upon the existing strengths of the university system and ensure world-class research capabilities, access for qualified students and excellent workforce preparation
- Support efforts to achieve stable and predictable funding that rewards performance, increases flexibility and minimizes costs of university operations, and evolve the university governance model to allow greater differentiation
- Support full reinstatement of the state funding formula statutorily mandated by the Legislature for community colleges
- Support legislation to establish a performance-based funding model for community colleges
- Support education policies based on results and performance
- Reinstatement full funding for four-year Joint Technical Education District (JTED) programming
- Support increased funding for science, technology, engineering and mathematics (STEM) initiatives at community colleges

Economic Development

- Advance tax policies that encourage job creation, attract capital investment and facilitate Arizona's ability to attract and retain businesses
- Oppose state budget proposals that would reduce economic development capacity and impair tourism dollars
- Support reauthorization of the Military Installation Fund and its funding source
- Support an increase of the Research & Development Tax Credit
- Support the Arizona Commerce Authority in implementing a long-term business development plan focusing on economically sustainable, high-wage growth industries

Infrastructure

- End Highway User Revenue Fund (HURF) sweeps (as well as other fund sweeps); restore full funding back to counties and municipalities
- Support legislation to extend the expiration date from 2017 to 2045 of the Central Arizona Project 4-cent ad valorem tax levied by the Central Arizona Water Conservation District
- 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

Taxation

- Support fixes to the Transaction Privilege Tax (TPT) from last session; support any clean up legislation
- Support increased funding for the child care subsidy
- Oppose reductions in funding for the Arizona Health Care Cost Containment System

Chamber Working to Grow Our Economy

Bill Assenmacher
CEO, CAID Industries
Chairman, Tucson Metro
Chamber Economic
Development Committee



Nothing creates more widespread prosperity for local families better than expansion of our local economy. In an expanding economy companies flourish and grow. Demand for workers with high-wage potential increases. And our community becomes more attractive to outside investors who see Southern Arizona as a place for them to conduct their business. All of this is good and it is what all communities are striving to create. We simply must compete.

That's where the Tucson Metro Chamber - specifically the Chamber's Economic Development Committee - comes in. In the past few years the Committee has:

- Created the Joint Business Objectives doctrine to identify and communicate the level of service and cooperation local companies working with the City of Tucson and Pima County can expect
- Helped the City of Tucson adopt a local preference purchasing policy to provide local companies with a slight advantage over companies out of our area that are engaged with City procurement practices to keep more City tax revenue in the City of Tucson
- Conducted a survey of local major employers (the Business Expansion and Retention - BEAR Project) to find out what they like and dislike most about doing business in Southern Arizona...and then working with local government entities to improve areas most in need
- Mined data to create the Community Quality Report Card whitepaper, a data-driven measurement of what we need to do as a community to grow our economy and attractiveness to new companies...and then working with local government entities to make improvements

With all of the above projects completed, the Tucson Metro Chamber's Economic Development Committee is on to three new projects of great significance to growing our local economy:

1. The New EIS

No, it's not a new environmental impact statement, it's an economic impact statement policy that we plan to draft and introduce to the state legislature to require local governments to consider the economic impact of any new laws, regulations and policies they intend to enact. Such a policy already exists at the state level.

2. Improved Air Service

Tucson is the largest city in the world without direct air service to New York City. The Chamber is working on an effort to bring direct service to and from New York to Tucson International Airport. If successful, business travel will be improved and we will open our doors to more tourists and visitors.

3. Project Prosperity

In keeping with the BEAR Project and the Community Quality Report Card, a panel of local business executives is working on a list of high-priority changes to current practices, systems and policies that affect the interface between the private sector and the public sector. We trust these recommendations will make it easier for business to flourish in Southern Arizona and will lead to more job creation.

The Tucson Metro Chamber's highest priority is to promote a strong local economy. A stronger local economy will lead to higher levels of household income, greater opportunity and (by extension) higher levels of tax revenues without increasing tax rates. A more robust local economy is the ultimate path to a better community, a better quality of life and a brighter future for every citizen in Southern Arizona.

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Simple Steps to Help You Live Longer, Live Better



One of the most important relationships you'll ever have is the one you'll develop with your doctor. But it's not just about listening to what you're told, it's about asking the right questions — and asking again if you don't get the answers you need.

Remember: Open communication builds trust. If you feel like you are not getting the answers you need to make personal medical choices, get a second opinion. Don't be shy — keep asking.

Here are some frequently asked questions. You might want to use this list as a guide during your next visit with your doctor.

How can I prevent heart disease?

You need to know what your modifiable risk factors are so that you can treat them accordingly. These risk factors include hypertension, high cholesterol, diabetes, smoking and obesity. You should know your numbers for each of these risk factors. Check out <http://mylifecheck.heart.org> for more information.

How can I address my risk factors?

Focus on diet and exercise! Check out www.heart.org for tips on proper nutrition. Exercise is also very important and should include 30 minutes of activity most days of the week. Some patients may still need a medication to treat their diseases, but this should be in addition to, not in lieu of, diet and exercise.

What are the warning signs for a heart attack?

Family members of patients who have had a heart attack have often said they didn't know what the warning signs were. Many people have also heard that men and women experience different heart attack symptoms. The most common symptom of a heart attack is chest pain, including:

- Chest pressure
- Chest heaviness
- Chest tightness

It's also important to remember that men and women can both experience atypical symptoms, including:

- Discomfort in the upper body
- Shortness of breath
- Nausea
- Vomiting
- Sweating
- Indigestion

What are things I can do to make a difference in heart health?

In addition to knowing your risk factors, everyone should learn CPR. Sadly, 70 percent of Americans may feel helpless to act during a cardiac emergency because they either do not know how to administer CPR or their training has significantly lapsed. This alarming statistic could hit close to home, because home is exactly where 88 percent of cardiac arrests occur. Put very simply: The life you save with CPR is mostly likely to be someone you love.

Part of the American Heart Association's mission is to educate students on CPR. Almost 50,000 students in Tucson and Southern Arizona have already been trained. We are continuously trying to secure corporate partnership to train even more.

As a business owner or corporate executive, how can I help my company be healthier?

The American Heart Association recognizes employers who go above and beyond when it comes to their employees' health. We want to reward organizations through our Fit-Friendly Worksite program, for their progressive leadership and concern for their staff. There's no better benefit to offer your employees than helping them have healthier, longer lives; whether your workplace is a school, corporation, hospital or any other type of worksite. By teaming up with the American Heart Association, you can help your employees start their journey toward better health. At this time, we have 17 Fit-Friendly Worksites in Tucson. Visit www.heart.org/workplacewellness for more information.

Amy Beiter, MD, is the president & CEO of Carondelet St. Mary's Hospital and Carondelet Heart & Vascular Institute; chair elect of the American Heart Association and American Stroke Association Board of Directors/Leadership Development Chair

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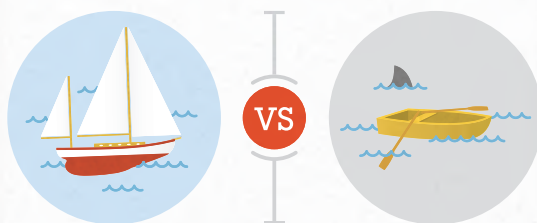
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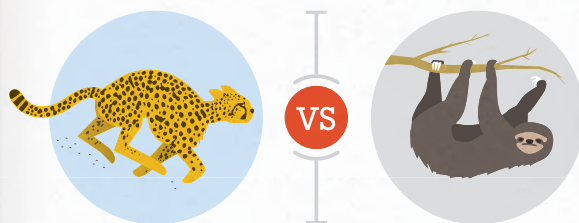


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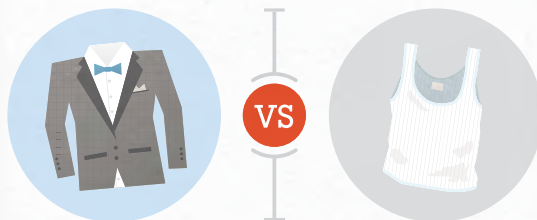
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Sharon Collins
Director of Greater Arizona,
Office of the Arizona Attorney
General



Taren Ellis Langford
Unit Chief Counsel,
Consumer Litigation Unit
Office of the Arizona Attorney
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Twenty Tips to Protect Your Identity

1. Use current anti-virus software; install regular updates for operating systems and commonly used programs.
2. Watch out for "shoulder surfers." Shield mobile screens from strangers; use your free hand to shield the keypad/screen when entering information on your phone, computer and ATM.
3. Use strong passwords – mix letters, numbers and characters. Change your passwords frequently.
4. Do not click on links in unsolicited emails, even if they appear to be from real companies and government agencies. Do not click on anything you are unsure of.
5. Never respond to unsolicited requests for personal information in the mail, over the phone or online.
6. Do not include your full date of birth on social media sites, such as Facebook. Instead only use the month and day of your birth.
7. Shred all unwanted documents and cards such as receipts, credit offers, account statements, old credit/debit cards. This will prevent "dumpster divers" from getting any of your information. Ideally you should use a cross-cut or micro-cut shredder. If you do not have a shredder, look for shred-a-thon events that will dispose of your documents correctly, either for a small fee or free.
8. Do not leave your personal information in open areas for anyone to access it. Store personal information in a safe place at home and work.
9. If you are traveling and do not have access to a shredder, soak your receipts in water, then wring them out by balling them in your hands. When they are dry, they are impossible to read.
10. Use direct deposit.
11. Collect your mail promptly. Ask the post office to put your mail on hold when you are away from home more than a day or two.
12. Check your bank and credit card statements periodically to check unauthorized charges. If you find that thieves have made purchases in your name, call the police and contact all three major credit reporting agencies and report your case to the Federal Trade Commission at (202) 326-2222.
13. Pay attention to your billing cycles. If bills or financial statements are late, contact the sender.
14. Promptly compare receipts with account statements and ask for carbon copies. Should you see an incorrect charge, dispute it right away.
15. Do not carry your social security card in your wallet, or write on your checks.
16. Have only your initials on your checks with your last name.
17. Protect your pin number. Never write your credit/debit pin number on a slip of paper and keep it in your wallet.
18. Do not connect your computer to the internet through a public unsecure wireless network.
19. Destroy your hard drive before throwing away your computer so thieves cannot access it. You can do this with water or a hammer.
20. Be sure to check for signs of identity theft through the three major credit reporting agencies; Equifax, Experian, Transunion. These agencies allow you to check your record for unusual activity every four months for free.

If you think you have been the victim of consumer fraud, file a complaint with the Tucson Office of the Arizona Attorney General: 520-628-6504.

Sharon Collins is the Director of "Greater Arizona" for the Arizona Attorney General's Office in Tucson.

Taren Ellis Langford is the Unit Chief Counsel of the Consumer Litigation Unit in the Tucson Attorney General's Office.

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How Can the PPP Deliver AAA Results?



Michael Varney
President & CEO,
Tucson Metro
Chamber

The term “public-private partnership” (PPP) is heard a lot these days in business circles. Decades ago local governments largely provided police and fire protection, paved the streets, ran the courts and occasionally dabbled in operating utilities. Today, the role of government has expanded greatly to include many of the roles historically played by the private sector such as land development.

Today, it seems that most of the larger projects in most cities are heavily

influenced not only by those who are risking their capital but also by city, county and state jurisdictions who now have not only a stake in the project, but have funds and influence to help it.

In our region, the public-private partnership seems to be the dominant model for big projects and economic expansion. The state-sponsored Rio Nuevo District, the City of Tucson and private developers all have a hand in the bigger developments in the city’s central core. Pima County is promoting its futuristic Aerospace and Defense Park near Tucson International Airport and Raytheon. The state’s Arizona Commerce Authority has incentives to lure companies to Arizona and to help the ones we have to expand.

The degree of success enjoyed by three-Ps in our area depends on the level of agreement they have at the outset of a project and how well the parties cooperate as projects run their course to completion. Sometimes there are big payoffs when everyone plays well together. Other times there are too many cooks in the kitchen to get anything done.

But one thing is for sure. Public-private partnerships are here to stay.

Southern Arizona Critical To Our State's Future



Doug Ducey
Governor,
State of Arizona

Since the end of the election, I've been visiting with elected officials and community leaders across the state, and making it clear that I intend to be a governor for all Arizonans, whether they voted for me or for someone else.

And that also means being governor for Arizonans in every corner of this great state, including Southern Arizona.

Metropolitan Tucson is a critical region of our state, and in order to accomplish the priorities I discussed during the campaign – growing our economy, creating jobs and improving K-12 education – it's vital that Southern Arizona have a prominent seat at the table.

That's why one of the first calls I made after winning was to Tucson Mayor Jonathan Rothschild. I told him that I'm committed to working together in a bipartisan way to create more opportunity for Arizonans, including in his community.

I've also included prominent Southern Arizona leaders on my transition team. I'm honored to have Lea Márquez-Peterson, president & CEO of the Tucson Hispanic Chamber of Commerce, co-chairing my subcommittee on economic development, entrepreneurship and international trade. Meanwhile, Ron Shoopman, president of the Southern Arizona Leadership Council, will co-chair my subcommittee on veteran and military affairs. They join others on the team from the Tucson region in not only helping me make the right policy and personnel decisions during this transition, but also ensuring that Southern Arizona's voice is heard loud and clear.

My priorities as governor will be the same as they were on my campaign, and they are ones that I believe will enrich the Southern Arizona community along with the rest of our state: growing the economy and improving outcomes in K-12 education.

More than ever before, we must encourage economic growth, startup businesses, and well-paying, full-time jobs. I want entrepreneurs and investors across the country to know that if they are looking to build, relocate or add new jobs, then Arizona is the place to be.

And I want to ensure that those job creators look to Southern Arizona, which is uniquely positioned in many respects, particularly with the University of Arizona and important military installations anchoring the community. As governor, I will be a vocal advocate for protecting both Davis-Monthan Air Force Base and Fort Huachuca.

Overall, my goal is to speed economic growth, not impede it. We can best do that by limiting government spending and making government more efficient.

When it comes to education, it's not fair when a system offers opportunity for some, but failing classrooms or waiting lists for everyone else. Schools and choices available to some parents should be available to all parents, regardless of means or ZIP codes, and that is how my administration will define fairness.

I will focus dollars on classrooms and resources that help teachers teach and students learn. I will never accept the premise that there are losers in our education system. Every child can learn and every child should receive a quality education.

My transition team, chaired by former Sen. Jon Kyl, has hit the ground running in order to begin executing this reform-based agenda on day one. In addition to Mayor Rothschild, I've reached out to Republican and Democrat leaders and elected officials across the state, so they know my door is always open.

In every way I know, I will work as your governor to make our entire state a more just, compassionate and welcoming place. I will focus on people, policies and outcomes that result in a better quality of life — more jobs and better opportunities for all Arizonans, in all regions of our state.

My campaign started with a broad coalition of supporters, and it continued to grow and bring people together up until Election Day, and it certainly does not end now. I will govern in that same spirit and will do all that I can to bring credit to our state and be worthy of your confidence.

It's Time to Think Bigger



Dr. Taylor W.
Lawrence
President,
Raytheon Missile
Systems

As we welcome Governor Ducey's administration and usher in a new year, now is the perfect time for our state and local governments, the business community of Tucson and Southern Arizona, and economic development organizations such as Tucson Metro Chamber to work in partnership across all domains and proactively stimulate growth.

Raytheon Missile Systems is Southern Arizona's largest employer. We understand the many benefits of doing business in this unique area of the nation. Generally low cost of operations, multiple transport options, and the presence of a leading research institution such as the University of Arizona are among the many supportive factors that allow us to sustain four million square feet of manufacturing facilities and a workforce of about 10,000 in greater Tucson. Another aspect is the readiness of the state's small-to-medium-sized businesses to support our mission. In total, Raytheon Company spends greater than \$200 million a year with more than 500 Arizona suppliers.



The foundational component of economic growth in the region is retention. The region and state must work together in a concerted effort to retain and grow business in Arizona. I like our prospects. Our state's current economic climate is generally favorable to business. There have been a number of recent successful efforts to lower the corporate tax burden at the state level, and the state's research and development (R&D) tax credit is well structured. Businesses in growth industries driven by innovation need these types of ongoing assurances.

So, what can be improved? What needs to take place in order to stoke the economic growth engine of the southern part of the state?

Stakeholder collaboration is key. The state and its municipalities need coordinated, aggressive programs to retain and attract jobs, facilitate capital investment and ensure the workforce competencies required to deliver the payoff from R&D investments. Productive models in other states have generally included partnerships whereby the cost of capital investment is offset by discretionary cash incentives from both state and locality. Infrastructure projects are initiated and quickly acted upon to facilitate growth. When added to existing tax credits, these can be powerful incentives.

Today's dynamic, global business environment requires a significant investment in talent in order to effectively compete. That fact drives Raytheon Missile Systems' contribution of \$2 billion per year in employee compensation and benefits to the local economy. The quality of our education system at all levels directly impacts our ability to attract and retain top technical talent. For many years, collaborations and valued partnerships with the state's universities, especially our U of A neighbor, have led to numerous technological advancements and scientific achievements. Stakeholders in education need to redouble efforts to produce qualified graduates proficient in science, technology, engineering and mathematics, as well as other vital disciplines, to help our region and our nation grow.

We all share a common vision for Tucson that includes fabulous transportation, a strong public education system and an area that's increasingly attractive for high-tech industry. I call on business and community leaders to continue supporting the revitalization of downtown and greater Tucson. Our new street car transit system, plans for further freeway improvements, and plans by Pima County leaders to develop a high tech corridor connecting our international airport with the U of A Science and Technology Park, represent solid steps forward.

The people of our region have always benefited from a vibrant small business sector. With the American manufacturing economy on the rise, the cost of capital remaining relatively low, and energy prices in check, now is the time to think bigger so that more mid-to-large-sized companies invest in this wonderful area for living, working and playing.

Those who join us have a lot to look forward to.

Pulling in the Same Direction to Bolster Tucson's Economy



David Hutchens
*President & CEO,
UNS Energy
Corporation and
Tucson Electric Power*

The "Great Recession" in the United States officially ended in June of 2009, but we all know the Tucson metropolitan area's economy has been slow to recover. Job growth and the housing market have lagged behind much of the U.S., including Phoenix, and few experts — if any — are predicting an imminent return to the boom cycle in Tucson that preceded the collapse.

In spite of these economic realities, there is cause for optimism. The housing market is showing signs of life, and announcements about new jobs and capital investments in Tucson, Marana, Oro Valley, Sahuarita and elsewhere in Pima County are becoming more frequent.

Set against this backdrop, Tucson Regional Economic Opportunities (TREO) published in 2014 its Economic Blueprint Update, with the purpose of identifying how to best take advantage of emerging opportunities presented by the new economic landscape. A number of goals and strategies were delineated, including a target of 40,000 new jobs over the next five years. Economic-development practitioners and service providers throughout the region, all key to the implementation of the Blueprint Update, have demonstrated a willingness to join forces to pursue greater prosperity and an enhanced quality of life for everyone in the Tucson metropolitan area. After all, we're competing with dozens of other communities for the same economic-development prospects, and these companies expect a region to collaborate and coordinate efforts on projects at this level.

Our community has also created a common set of reliable metrics to help track our progress and allow for informed decision-making and prioritization. Called the MAP Dashboard — MAP standing for Making Action Possible — it is a collaborative effort of the University of Arizona's Eller College of Management, the Southern Arizona Leadership Council and the Community Foundation for Southern Arizona, and reports on many of the same performance areas targeted in TREO's Economic Blueprint Update. The MAP Dashboard is yet another example of how we in the Tucson area are working together to improve our economy and quality of life.

And we are making progress. Since July 1 our community has attracted thousands of new jobs and tens of millions of dollars in capital investments. Adding to the optimism is the robust nature of the prospect pipeline, which shows the Tucson area has made the cut or is a finalist for several attractive employers in the aerospace and defense, bioscience and healthcare, transportation and logistics and energy and natural resources clusters. Every win in this economic-development



competition means the entire region wins. And our chances of winning improve dramatically when we're all pulling in the same direction.

Collaboration and coordination also apply to Tucson's efforts to retain our largest private employers, as well as Southern Arizona's military bases. Imagine the horrendous economic impact on the entire region if Raytheon were to be lured away by another city or Davis-Monthan were to be shuttered. What would that do to our businesses, our tax revenues, our schools, our charitable organizations? All of us need to look for ways to proactively support our existing employers (of all sizes), and to make sure our elected officials in Arizona and Washington D.C. know that Southern Arizona enthusiastically backs our military bases and their missions.

Pulling in the same direction doesn't mean all of us have to agree about everything all of the time, but it does mean we should share a vision for our community's economic success. The TREO Economic Blueprint Update is a viable plan for achieving that success.

Promoting Arizona's Assets and Advantages for Businesses



Sandra Watson
*President and CEO,
Arizona Commerce
Authority*

Leading Arizona's economic development efforts, the Arizona Commerce Authority (ACA) promotes statewide assets and competitive advantages to businesses in the global marketplace. We engage company decision makers, in our state and around the world, to propel their corporate success.

Specifically, the ACA recruits innovative out-of-state companies to expand their operations in Arizona, helps companies already in the state to grow their businesses, and partners with entrepreneurs to create new businesses and jobs in emerging areas.

As part of the ACA's development efforts, we spotlight Arizona's key points of attraction and strategic industry clusters. For example, Tucson and Southern Arizona create tremendous advantages for businesses seeking growth. It has become one of the nation's most innovative bioscience centers, and is a leader in information technology, optics, advanced manufacturing as well as aerospace and defense.

Top-ranked university research and development capabilities and an emerging startup ecosystem also create opportunities for technological innovation and commercialization.

The ACA is equipped with a suite of programs and services supporting both industry giants and early-stage innovators seeking growth in Tucson, Southern Arizona or across the state. ACA assists businesses of all sizes.

Programs such as the ACA's Job Training Grant, Quality Jobs Tax Credit, Qualified Facility Tax Credit and the Research and Development Tax Credit encourage job creation and capital investment. In addition, the ACA provides an array of value-added services to help businesses expand.

ACA services include:

- Confidential and thorough site-selection assistance, including existing buildings, build-to-suit opportunities and buildings almost ready for market that sometimes are not yet listed in databases.
- Customized research, including detailed comparative analysis of tax, real estate, utility and transportation costs.
- Planning, coordination and transportation for community and site visits, including arranging meetings with local officials, key economic development professionals, workforce and educational leaders.
- Workforce assistance including employment data, wage information and programs that will help with hiring and training needs.
- Access to regulatory authorities and clarification of governmental regulations.
- Coordination of regional and community partner information.
- Introduction to major players in key industry sectors.

For more information about how the ACA partners to help businesses expand and grow, visit azcommerce.com.



Does College Matter? More Than Ever.



Rick Myers
Treasurer,
Arizona Board of
Regents

As someone who is honored to help govern Arizona's public universities, I am often asked: *Does college matter?*

The answer: More than ever.

Consider this: In four years, two-thirds of Arizona job openings will require some type of postsecondary education. That's the reality of the job market facing the Class of 2018 – the very freshmen at our three state universities.

Their degree will be the key that opens doors at the best companies. I know from experience. As an executive at IBM Tucson, college credentials and career-readiness were among my top criteria for hiring job seekers.

Just a few weeks ago, executives with APAC Customer Services, a global company, cited Arizona's "top educational institutions" as an important factor in bringing 1,100 jobs to the Sun Corridor, with nearly 700 of them coming to Tucson.

Arizona will never reach its fullest potential unless we continue to increase educational attainment. That's why the Arizona Board of Regents is challenging our universities to significantly increase annual bachelor's degrees awarded. Everyone doesn't need a college degree, but we need enough to be competitive. We're aiming to reach the national average for adults with degrees by 2020.

A degree means a lifetime of higher wages. An Arizonan with a bachelor's degree earns on average nearly \$21,000 more annually than someone with only a high school diploma. Raising income levels is critical to generating more economic vitality and new revenue for our state without raising taxes.

University research is equally important to our economy. Our universities bring to our state more than \$1 billion in research activity per year, fueling entrepreneurialism, innovation and transformational discoveries that benefit all residents. We have set a goal to reach \$2 billion in research activity by 2020.

Yes, these are lofty goals. Our state deserves nothing less.

That's why, as Arizonans, we must answer the question "*Does college matter?*" with an emphatic "*Yes.*" More than ever.

Rick Myers is treasurer of the Arizona Board of Regents. He is also CEO of Tempronics, former chief operating officer of Critical Path Institute, and retired from IBM in 2003 as vice president and general manager of IBM Tucson. Myers was named Man of the Year in 2012 by Greater Tucson Leadership.

Infrastructure Investment Integral Component of Southern Arizona's Economy



Thomas McGovern
Vice President/
Regional Manager,
PSOMAS

Today, more than any other time in my career, the interdependence of infrastructure and economic development has become widely recognized in our community. Certainly, business has always known how much it needs an excellent multimodal transportation system to support its connections to customers, markets and supply chains. Recently, government and economic development professionals have sharpened their focus on this critical element of the effort to build community wealth by attracting, supporting and expanding the production of exportable goods. High-paying jobs making goods locally that can be sold outside of Arizona is the formula for economic expansion; the absolute necessity of a public infrastructure to facilitate that formula cannot be denied.

One of government's basic responsibilities, along with public safety and public health, is the planning, development and maintenance of a transportation system. Our local, state and federal governments are facing the daunting task of identifying adequate financial resources to maintain our streets and highways. The success of the 2006 RTA demonstrates that the business community, whose unified support for the sales tax measure ensured its passage, recognizes the necessity of addressing transportation funding at all levels. We must consider our infrastructure as a holistic system ranging from the local streets in front of our homes to the arterial roadway grid to the interstate highway system, to say nothing of transit, rail and air – with an equally varied funding program. Thus, there are two things we absolutely must have from our elected officials:

- **Courage** – It has been more than 15 years since our congressional leaders have passed a full-length highway bill and the Highway Trust Fund is insolvent. Our state Legislature has swept a billion dollars from our gas tax revenues and won't stop doing so.
- **Unity** – Just as business interests regionally have come together to address this key component to our economic vitality, our political leaders must work together to create that multifaceted funding plan that is central to our ability to have a great transportation system.

We can't keep dodging the issue, can we?

International Trade Only Works with Efficient Logistics Tools



Stefan Baumann
Director Business
Development,
Port of Tucson

Arizona is a great place to do business; a lot of good things are happening in our region! Almost everything you touch in your daily life has been shipped from someplace in the world. Likewise, almost everything we manufacture in Southern Arizona will get shipped some place domestically or abroad.

Ask any importer, exporter, manufacturer or distributor what the most important external success factor for their business is and they will all tell you that it is the efficient access to domestic and global markets. With a population of approximately 2.75 million in Sonora and 2.8 million in Sinaloa, Tucson is the closest large city in the U.S. to both Mexican states making us a preferred destination for business. International trade is facilitated by transportation infrastructure that is supported by the right partners, services and equipment.

Tucson is positioned to be a dynamic and integrated transportation asset to support our mega region's logistics and transportation needs. Nogales just celebrated the \$250M expansion of the Mariposa border crossing with Arizona's number one trading partner, Mexico, that accounts for \$7B per year in exports in Arizona and is the United States third largest trading partner at \$500B per year in exports. While the products may flow northward through Nogales, they still need to be distributed within North America and the rest of the world.

Facilities like the Port of Tucson, Tucson International Airport, Interstates 10 and 19 and the proposed I-11 international trade corridor and the railroad's efforts on increasing capacity on the 'Sunset Corridor' between Texas, Tucson and California will all support the efficient product flow to domestic North American and global markets.

Efficient logistics and transportation infrastructure together with great partners is our region's key to success. Arizona is a great place to do business and Tucson has all of the necessary infrastructure and partners who understand the importance of international trade.



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-  Keep up with changing business and customer expectations

TucsonChamber.org/Tools



Public Policymaker Perspectives



David Bradley
State Senator
District 10

Business thrives when government is predictable in regard to regulation and tax structure. Our current tax structure at the state level does not produce predictable revenues over short or long periods of time. We need comprehensive tax reform to cover the costs of essential services, invest in infrastructure and to accommodate our inevitable growth. Eliminating tax credits, deductions and exemptions that do not stimulate our economy is but one tool to bring stability to our tax code that would also enable us to lower sales taxes. Broadening the tax base and bringing fairness and simplicity to personal income tax rates would enhance government predictability and stability. Let's rid ourselves of archaic regulations and create a tax structure that reflects our modern economy.



Stefanie Mach
State Representative
District 10

In 2015, we'll be making choices at the Capitol that will affect our state's future for years to come. Arizona is still fighting to recover from the economic downturn, and the best way to ensure we're competitive is to be smart about where we put our money. Any realistic economic recovery plan will include significant investments in education. That must be our priority. Moving forward also means closing wasteful tax loopholes and establishing benchmarks for any large company that receives a tax break. There needs to be more accountability built into the system. We should also find more ways to help small businesses grow, because they are Arizona's economic engine. By focusing on these key areas, we can build a foundation that will allow our economy to thrive.



Vince Leach
State Representative
District 11

The upcoming legislative session promises to be dominated by the state's budget deficit and how to best deal with the shortfall we face. There is no question that the weight of the federal government, and its economic policies, continue to drag down the economy almost everywhere, including Arizona. So our challenge will be to continue pursuing a growth agenda to help us grow out of our problems, in the face of the deficit. Arizona has done well in recent years compared to other states and while we're in for some short term pain, maintaining that focus on growth will help us to mitigate it and get back onto firm economic footing.



Gail Griffin
State Senator
District 14

As new and returning lawmakers head back to the Legislature this year, we are looking forward to working with Governor Doug Ducey. We believe he will be a good partner with legislators to build our economy, attracting new industry while reducing meddlesome regulation. In Arizona, revenue collections have been below forecast for seven consecutive months. A slow recovery means we need to be cautious as we put together a balanced state budget. This session, we will also continue to fight federal government overreach. The Governor's office, Senate and House have strong leadership and I am confident we will work together for a stronger Arizona.



Rosanna Gabaldón
State Representative
District 2

The 52nd Legislature will convene on January 12, 2015. The legislative priorities I will promote at the Arizona House of Representatives include working toward water sustainability, promoting early childhood development and public education, and supporting economic development efforts. An investment in public education is an investment in our economic future. This Legislature must tackle the difficult challenges related to school funding and ensuring that our teachers are able to prepare our children for a global economy. It is going to take cooperative leadership from all sides to reach consensus; this effort will begin with clear and open communication. Participation and input from people in this district, including those in the business community, are important elements for our success.



Christopher Ackerly
State Representative
District 2

Arizona is once again faced with a significant state budget problem. However, unlike the last crisis, our current budget situation is not set against an overall economy on the verge of collapse. Therefore it is my hope that we can approach the budgeting process with serious deliberation, having an honest and transparent conversation about the institutions of government and how we fund them. As a state, public education needs to be a primary focus. As a region, we need to focus on the infrastructure required to support international trade. I am humbled and honored to be one of the few legislators from Southern Arizona who will serve in the majority, and pledge to do my best to keep the legislature focused.

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The image shows a modern apartment complex with a large sign that reads "ENCANTADA LUXURY APARTMENT HOMES". The sign features a stylized red 'E' logo. Below the sign is a covered outdoor patio area with a stone fireplace, a television, and several lounge chairs. The patio is surrounded by a well-maintained lawn and a black metal fence. The sky is clear and blue.

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Howard Stewart
President/CEO of AGM
Container Controls and
Chair of United Way's
Campaign Cabinet

Improving Education is Everyone's Business

Regional business owners and other community leaders often justifiably complain about our local workforce being insufficiently educated.

In an effort to change this dynamic, United Way of Tucson and Southern Arizona (UWTSA) and key regional partners have entered into a strategic engagement with StriveTogether, an organization that strives to measurably improving student performance. The goal of this partnership will be to embrace a Cradle-to-Career vision for every child in Pima County.

For decades, communities have worked to improve student achievement through a piecemeal set of reforms, systems and programs. Unfortunately, these efforts have rarely worked. Such failure calls for a dramatically different approach to support student success.

Since its launch in 2006, StriveTogether has endeavored to improve the educational outcomes in communities in which it operates. These efforts have had the following positive impact:

1. Scores indicating kindergarteners are ready to attend primary school have increased substantially
2. High school graduation rates have substantially increased too

Such successes have been achieved because significant investments of time, talent and treasure have been made in order to overcome hurdles that have blocked past similar efforts.

So far, more than 90 communities across the country have partnered with StriveTogether to build the Cradle-to-Career civic infrastructure needed to achieve sustained collective impact. Based on what they've learned from these first-hand experiences, three things have become clear:

1. There's a basic sequence for how the work unfolds.
2. The work must be adaptive and take into account the local context of a community.
3. The rigorous nature of this approach requires the establishment of quality benchmarks in order to achieve sustained impact.

StriveTogether has designed strategic assistance that helps communities build on opportunities, solve issues and overcome challenges and hurdles impacting the systems of learning in their communities.

The UWTSA team and StriveTogether have made plans to begin drafting the core pieces of the partnership, including:

1. **Vision/Mission/Goals:** To make community partners accountable for a Cradle-to-Career vision for education in our community, including goals and an aspirational mission statement.
2. **Outcomes/Indicators:** To integrate professional expertise and data in order to improve student outcomes in our community.
3. **Accountability Structure:** To frame the agreements and/or operating principles around how partners will interact with each other, accomplish goals and improve outcomes over time, including the establishment of an anchor entity with core staff.

In addition to the aforementioned goals, UWTSA and StriveTogether will use an online Community Impact Report Card to track the results of their strategic and collaborative efforts.

How could these Cradle-to-Career efforts positively impact local business?

- By third grade, all students would read at their grade level, which, later in life, would enable them to read to learn.
- High school graduation rates could dramatically improve, meaning that businesses and other community organizations would have a significantly larger pool of educated applicants.
- Other businesses would be enticed to relocate to Pima County, improving the county's tax base and infrastructure, as well as increasing employment opportunities for the local workforce.
- Local college graduates will be more likely to stay in Pima County, thereby keeping families together, which strengthens the social fabric of our community.

Together, UWTSA and StriveTogether plan to positively impact Cradle-to-Career educational outcomes in order to make Pima County a stronger community.

I hope business owners will join me in supporting this call to action.

1

SUPER-SERVE 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**
 - Federal procurement "how-to" workshops (by Military Affairs Committee)
3. **Save money**
 - Money in Your Pocket discount programs
4. **Build relationships**
 - Chamber XChange events
 - Peerspectives CEO support groups
5. **Online resources to grow your business**
 - Tools for Business
 - Training resources (Coggnio)
 - Affordable Care Act
 - Arizona College & Career Ready Standards (Common Core)
6. **Small Business Advisory Council**
 - Small business owners help the Chamber identify and deliver products and services needed most by small businesses

2

LEAD GOVERNMENT RELATIONS AND PUBLIC POLICY

1. **Advocate for business friendly public policy**
 - Convene a sign code task force to address the City of Tucson's oppressive sign regulatory environment
 - Support programs that promote a strong local economy
 - Promote expanded U.S./Mexico trade
 - Support improvements to transportation and infrastructure
 - Support the Union Pacific/Red Rock project
2. **Collaborate on changing the City of Tucson Charter**
 - Work with other groups in the community to create better governance for the City
3. **Elect business friendly candidates to public offices**
 - Southern Arizona Business Political Action Committee (SAZPAC)
 - Politically-balanced Candidate Evaluation Committee
 - SAZPAC candidate endorsements
 - Publish elected official voting records
 - Candidate meet and greet opportunities

3

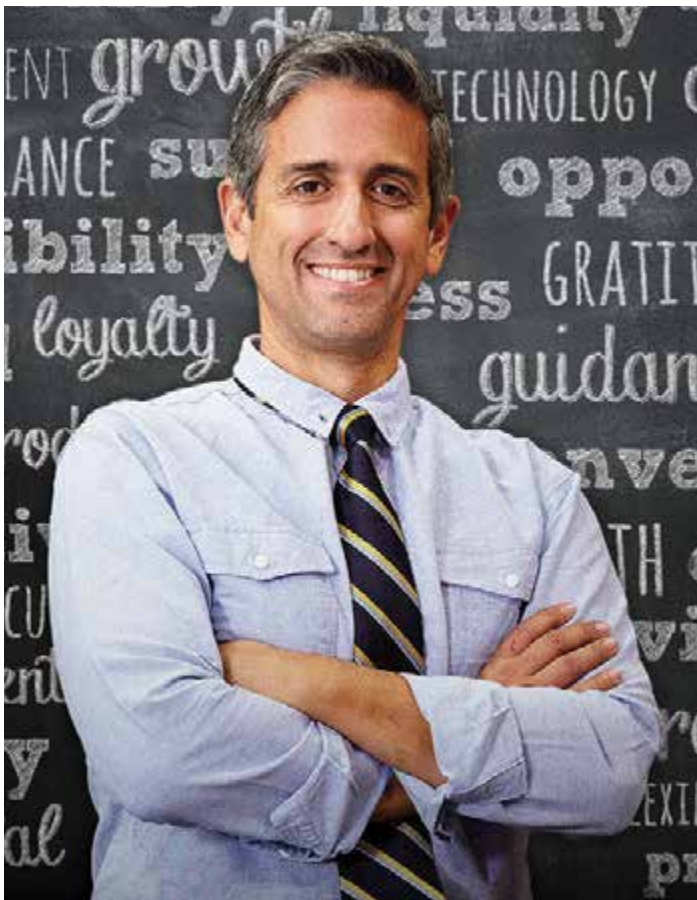
DEVELOP THE LOCAL ECONOMY

1. **Complete Project Prosperity**
 - Define what "business-friendly" really means in advocacy terms
 - Identify what specific changes in government systems, culture and policies will improve the public-private interface to help grow our local economy
2. **Advocate for the "new" EIS – Economic Impact Statement**
 - 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 direct flights into and out of Tucson International Airport to make Southern Arizona a more attractive community for business and for tourism

4

IMPROVE WORKFORCE READINESS AND EDUCATION

1. **Improve workforce readiness**
 - Support the STRIVE Together program to create better alignment between education and private sector employment needs
2. **Promote greater high school graduation rates**
 - Internship and job shadowing programs
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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Doug Martin
President/GM
Good News Radio Broadcasting



Mitch Pisik
President and CEO
TM International

EDUCATION: Masters in Organizational Management, University of Phoenix

ORIGINALLY FROM: Minnesota but grew up in Albuquerque

IN TUCSON AREA SINCE: January of 1985

FAMILY: Married to Mary for 33 years; 4 children; 8 grandchildren

PROUDEST ACCOMPLISHMENTS:

Good News Radio Broadcasting is the only locally owned broadcast group in Tucson. We've created and distributed to other media several public service campaigns including "This is my Tucson" (encouraging appreciation of our community), "Bring Back The Splash" (raising money to open seven closed City of Tucson pools), "Copper Theft" (to stop copper theft in Tucson), "Greatest Resource" (encouraging seniors to volunteer and support local non-profits), "Keep Tucson Clean and Beautiful" (encouraging people to not trash Tucson).

BIGGEST PROFESSIONAL CHALLENGE:

The lagging economy in Tucson. When I moved here Tucson was booming yet there was an intentional strategy by the mayor and council to stop the growth. So now we are overly dependent on a few major employers and are the sixth poorest city in America. Tucson needs to become more competitive in attracting, retaining and helping businesses grow.

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

Tucson has great natural beauty and is historically and culturally rich. Our close proximity to Mexico offers great opportunity for trade, tourism and business. The U of A is a gem that shines in the heart of our community and is educating the next generation of entrepreneurs, business people, medical professionals, teachers and engineers. Davis-Monthan AFB and Raytheon are not only important for our economy but they are critical for our nation's defense. We need to build on this foundation and make Tucson a place where the next generation can live and thrive.

TOP THREE THINGS ON MY BUCKET LIST:

1. See my sons get married and have more grandchildren
2. Visit Israel
3. Bareboat sail the Caribbean

EDUCATION: University of Illinois

ORIGINALLY FROM: New York

IN TUCSON AREA SINCE: December 2013

FAMILY: 1 awesome wife, 2 terrific sons

PROUDEST ACCOMPLISHMENTS:

Professionally it was turning around and growing four companies in the past twelve years. It encompassed a tremendous amount of work by some outstanding teams-but it was ultimately very rewarding for them.

BIGGEST PROFESSIONAL CHALLENGE:

Building cohesive and winning teams. This is an effort that is always worth it.

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

I have lived in eight cities. Tucson is the most beautiful, has the best weather, and the nicest people. An area for improvement would be to be even more growth and business focused.

TOP THREE THINGS ON MY BUCKET LIST:

1. Both my sons have jobs when they graduate from college
2. Visit Ireland and Scotland
3. Appear in The Chamber Edge's "Meet the Chairman Investors!"



Darcy Otis
Southwest Area General Manager
Siemens Industry, Inc.

EDUCATION: BSc in Mechanical Engineering, University of Alberta; MBA, Drake University

ORIGINALLY FROM: Pincher Creek, Alberta, Canada

IN TUCSON AREA SINCE: December 10, 2010

FAMILY: My wife Marcie of 27 years, 4 grown children and 3 grandchildren

PROUDEST ACCOMPLISHMENTS:

Raising four successful children jointly with my wife, achieving my MBA and earning the privilege of leading our business in the Southwest.

BIGGEST PROFESSIONAL CHALLENGE:

Relocating my young family from Edmonton, Alberta to Des Moines, Iowa in 1994 and leading the local branch to success.

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

The greater Tucson area has a long history of diversity and cultural acceptance. Embracing the global economy and leveraging that culture will help Tucson grow for many years in the future.

TOP THREE THINGS ON MY BUCKET LIST:

1. Learning to speak Spanish fluently
2. Restoring my 1985 Honda Nighthawk motorcycle completely
3. Seeing my grandchildren grow up



P. Jay Frayser
CEO
Palo Verde Behavioral Health

EDUCATION: Weber State University graduate with a B.S. in criminal justice with an emphasis in law enforcement and corrections; Minor in psychology and an Associate Degree in nursing. Graduate studies in nursing at the University of Phoenix with a triple emphasis in administration, education and research.

ORIGINALLY FROM: I was born in Rolla, Missouri but grew up in New Mexico, Wyoming and Utah.

IN TUCSON AREA SINCE: November 2013

FAMILY: Happily married for the past twenty-four years to my high school sweetheart, Lauri. She works as a Science teacher at Senita Valley Elementary with the Vail School District. We have four daughters, including a set of twins, ranging in ages 9 – 21. There is never a dull moment at our house.

PROUDEST ACCOMPLISHMENTS:

Personally, I would say my daughters are what make me the proudest. I am blessed to have them as a part of my life. Each day as a parent is a new adventure. I am honored to be the CEO/managing director of Palo Verde Behavioral Health.

BIGGEST PROFESSIONAL CHALLENGE:

Currently my biggest hurdle is being new to the Tucson area. The Tucson Metro Chamber has helped me make a lot of connections in the community.

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

I would like to let everyone know that there should be no stigma related to mental/behavioral health. If you have family members, friends or co-workers with substance use or mental health problems, support their choices and encourage their efforts to get well. At Palo Verde we get the opportunity every day to restore lives, and renew hope.

TOP THREE THINGS ON MY BUCKET LIST:

1. Visit the Fraser Castle in Scotland
2. Drive in an off road truck race
3. Write and illustrate a children's book

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Mark J. Valentine, Esq.
Valentine & Valentine, P.C.

There May Be No Lawyers In Heaven So Get Your Business and Estate Plan Done On Earth

More than 90% of business enterprises in the United States are family dominated. However, the statistics for long term family business succession are grim. Most sources indicate that only 30 to 35% of family businesses survive into the second generation, and just 15% survive into the third generation. In the majority of cases, the failure is attributable to dispute among surviving family members. Imagine the frustration of the deceased owner/founder looking down from heaven observing the squabbling beneficiaries in litigation. At that point, the dearly departed may search for a lawyer in heaven; however, the search may be fruitless because there may be truth to the sardonic strain of lawyer jokes that there are no lawyers in heaven.

THE DEAD HOLD NO TITLE

Regardless of whether you can find a lawyer in heaven, since you are dead, it is too late to do any business or estate planning, *because the dead hold no title*. Although this may appear obvious to business owners, there is an alarming failure rate in business succession plans. In fact, most people have their own horror story of how an estate in their family turned into a disaster. There are a multitude of forces that tend to create dispute, delay, litigation and failure in an estate or business plan. These include, but are not limited to, procrastination, counter - intuitive operation of the law, unexpected taxes, lawsuits, fighting ex-spouses and plain greed.

THE COMMUNITY PROPERTY NIGHTMARE

Family members and business partners frequently find themselves in litigation due to the unexpected operation of Arizona community property law. For example, let's say that the deceased business owner, (the Decedent), has children from a prior marriage. Keep in mind that all property, including business interests, in the estate of a married person is presumed to be community property. So how does Arizona law treat community property if the owner dies without an effective Will or Trust? The surprising answer is that *none* of the deceased spouse's interest in community property passes to the surviving spouse. All of it goes to the children of the deceased spouse. (See A.R.S. 14-2102). This is why the Decedent is looking for a lawyer in heaven.

JUST THE BEGINNING

This nightmare for the surviving spouse is only the beginning. The Decedent's business partners are now trying to negotiate or litigate business continuity with the Decedent's children from a prior marriage. These children are usually being heavily influenced by the Decedent's *ex-spouse*. It is difficult for a business to survive the loss of a partner. However, as the statistics indicate, it is nearly impossible for the business to survive the ensuing litigation in the estate of the Decedent. This scenario is only one example out of many possible ways an estate and business can fail.

TAKE ACTION

The best legacy you can leave is a well-planned estate. Do your best not to burden your business partners and family with dispute, taxes and litigation. You must resist the temptation to procrastinate. Be proactive. Investigate. Talk to your family and business partners about all the issues. Consult with your advisors. Take action. Implement a plan which is consistent with your values and goals, avoids taxes and protects the business you have grown.

The Valentine law firm was established in 1949 and has served the legal needs of generations of business owners. Mark J. Valentine is a certified as a specialist in Estate and Trust Law by the State Bar of Arizona.

NEED HELP WITH:

MARKETING?

MAKING
CONNECTIONS?

ZONING?

PERMITTING?

SALES?

VISIT: www.TucsonChamber.org/Help



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The Centers For Habilitation



YVETTE SMITH
VICE PRESIDENT, FEDERAL CONTRACTS

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

The Centers for Habilitation (TCH) designs and manages programs for individuals with special needs, including adult day activity programs, community living in 15 group homes, in-home support, respite services for families, job training, supported employment, transportation and medical appointment services.

In Tucson for the last 20 years, TCH has trained more than 400 persons with disabilities, many of whom have been serving meals to the men and women in uniform at the Desert Inn dining hall at Davis-Monthan AFB. The Desert Inn has received the prestigious John L. Hennessy Award twice while under TCH management. Today, more than 70 jobs for workers with disabilities are supported by TCH job coaches, trainers and managers.

What are some of the challenges that your organization faces?

Deep cuts in funding levels present continual challenges to TCH to be able to continue to assure that services which enhance the quality of lives are available to individuals who rely on them. TCH is dedicated to finding creative ways to support its mission to help persons with disabilities find opportunities to give them a sense of accomplishment and well-being.



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

TCH would like to build relationships with other businesses to create prospects for growth in many areas. Partnerships with like-minded companies and individuals will expand TCH's ability to reach out to persons with special needs and bring much-needed services and support to individuals who might otherwise not be aware of their full range of options.

Ascension Lutheran School



BRANDY MANIFOLD
DIRECTOR

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

Ascension Lutheran School provides educational opportunities for children ages one to five in a caring and Christ-centered academic environment. We commit ourselves to a deep concern for the overall intellectual, physical, social, emotional and spiritual development of each child and seek to instill a love for learning and sound Biblical values and virtues. Our low student-to-teacher ratios allow our teachers to focus on each child's individual needs and our stimulating and creative classrooms are designed for maximum learning, student development and success. With early learning programs for children under three and half-day or full-day Preschool and Pre-K classes, Ascension offers programs to meet the early learning needs of Tucson's children.

What are some of the challenges that your organization faces?

Meeting the needs of Ascension Lutheran School's families while continuing our ministry financially.



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

We'd like Tucson's community to be more aware of the tremendous services Ascension provides to our families and garner greater support for early childhood learning programs and student achievement.

New Members

September

American Heart Association

P (520) 917-7520

ORGANIZATIONS AND/OR ASSOCIATIONS

Arizona Party Rentals

P (520) 327-6678

www.arizonapartyrental.net

PARTY PLANNING SERVICE

Bank of America Small Business Banking

P (520) 230-0793

www.bankofamerica.com

BANKS

FINANCIAL SERVICES

Border International

P (915) 356-8938

www.borderint.com

TRAILERS - REPAIR & SERVICE

Children's Orthopedic Specialists

P (520) 296-5437

www.orthoforkids.com

PHYSICIANS AND/OR SURGEONS

Greater Tucson Fire Foundation

P (520) 603-3055

www.tucsonfirefoundation.org

ORGANIZATIONS AND/OR ASSOCIATIONS

JE Dunn Construction

P (602) 443-2659

www.jedunn.com

CONTRACTORS - GENERAL

RC Bicycles

P (520) 624-2285

www.rcbicycles.com

BICYCLES

Smart Motors

P (520) 314-4555

www.smartmotorstucson.com

AUTOMOBILE DEALERS - NEW AND/OR USED

The Ledges at West Campus

P (520) 445-4470

www.ledgesatwestcampus.com

APARTMENTS AND/OR CONDOMINIUMS

October

All About People Southern Arizona

P (520) 432-0830

www.allaboutpeople.net

EMPLOYMENT SERVICES AND/OR AGENCIES

Burris & MacOmber, P.L.L.C.

P (520) 775-2000

www.burrismacomber.com

ATTORNEYS

Clear Channel Airports

P (800) 628-6800

www.clearchannelairports.com

ADVERTISING - OUTDOOR

Desert Sports & Fitness

P (520) 908-3319

www.desertsportsandfitness.com

Valencia/Cardinal

HEALTH CLUBS

Desert Sports & Fitness

P (520) 791-7799

www.desertsportsandfitness.com

16th Ave/Ajo

HEALTH CLUBS

Fox Tucson Theatre Foundation

P (520) 624-1515

www.foxtucsontheatre.org

THEATRES - STAGE

Fred Astaire Dance Studio

P (520) 300-5490

www.fredastairetucson.com

DANCE INSTRUCTION

Gibson's Office Supply

P (520) 622-6738

www.gibsonsaz.com

OFFICE SUPPLIES

OFFICE EQUIPMENT AND/OR FURNITURE

Our Family Services

P (520) 323-1708

www.ourfamilyservices.org

SOCIAL SERVICE ORGANIZATIONS

Peter Piper Pizza

P (520) 888-5520

www.peterpiperpizza.com

Oracle/Limberlost

RESTAURANT - PIZZA

Peter Piper Pizza

P (520) 722-4400

www.peterpiperpizza.com

Old Spanish Trail/22nd St

RESTAURANT - PIZZA

Peter Piper Pizza

P (520) 575-0770

www.peterpiperpizza.com

Oracle/Magee

RESTAURANT - PIZZA

Peter Piper Pizza

P (520) 434-8000

www.peterpiperpizza.com

Calle Santa Cruz/Drexel

RESTAURANT - PIZZA

Platinum Home Mortgage Corporation

P (520) 745-4433

www.phmc.com

MORTGAGES AND/OR CONTRACTS

Purcell Tire & Service Center

P (520) 623-5766

www.purcelltire.com

TIRE DEALERS

AUTOMOBILE REPAIR & SERVICE

Shepard Exposition Services

P (520) 573-3200

www.shepardes.com

EVENT AND/OR CONVENTION SERVICES

AND/OR FACILITIES

Snap Fitness 24/7

P (520) 293-1584

www.snapfitness.com

LaCanada/River

HEALTH CLUBS

Snap Fitness 24/7

P (520) 572-8788

www.snapfitness.com

Houghton/Valencia

HEALTH CLUBS

Sun Sounds of Arizona

P (520) 296-2400

www.sunsounds.org

RADIO STATIONS

Talent Advisory Group, LLC

P (520) 207-4017

www.talentadvisorygroupllc.com

EMPLOYMENT SERVICES AND/OR AGENCIES

The Villas at Houghton

P (520) 488-5527

www.villasathoughton.com

ASSISTED LIVING FACILITIES

Thigpen Jewelers

P (520) 886-5557

JEWELERS

Toni & Guy Salon Sam Hughes Place

P (520) 624-2722

www.toniguy.com/hair-salons/tucson-az/sam-hughes-place

BEAUTY SALONS AND/OR SUPPLIES

Toni & Guy Salon Tucson Mall

P (520) 408-1555

www.toniguy.com/hair-salons/tucson-az/tucson-mall

BEAUTY SALONS AND/OR SUPPLIES

Vante

P (520) 881-6555

www.vante.com

MANUFACTURERS

November

Ameripride Services, Inc.

P (520) 307-9075
www.ameripride.com
LINEN SUPPLY SERVICES

Andersen, Randall & Richards

P (520) 745-8701
www.rrcollections.com
COLLECTION AGENCIES

Arizona Hometown Hauling and Disposal

P (520) 574-0550
www.ahhdllc.com
WASTE COLLECTION AND/OR DISPOSAL
AND/OR RECYCLING

Durazo Construction Corporation

P (520) 623-1077
CONTRACTORS - GENERAL

Jani-King of Tucson

P (520) 745-6555
www.janiking.com
JANITORIAL AND/OR CLEANING SERVICES

Motel 6

P (520) 628-1339
www.motel6.com
HOTELS AND/OR MOTELS

New York Life - Omar Antelo

P (520) 440-6301
www.tucson.nyloffices.com/Omar-H-
Antelo.e409990.htm
INSURANCE - LIFE

Oxford Health Network

P (520) 442-0005
www.oxhn.com
HEALTH CARE AND/OR MEDICAL SERVICES

Starrview at Starr Pass

P (520) 388-9811
www.starrviewapartments.com
APARTMENTS AND/OR CONDOMINIUMS

Sun Mechanical Contracting, Inc.

P (520) 790-3100
www.sunmechanical.net
CONTRACTORS - MECHANICAL

The Cellular Connection

P (520) 867-6277
www2.ecellularconnection.com
CELLULAR & WIRELESS PHONES AND
SERVICE

Two Men and a Truck

P (520) 299-6683
www.twomenandatruck.com
MOVERS

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TucsonChamber.org/investors



Member Anniversaries

November

51 YEARS

AAA Arizona Automobile Association

44 YEARS

AGM Container Controls, Inc.

37 YEARS

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

35 YEARS

Wilford Construction Co.

33 YEARS

Contact One Call Center

32 YEARS

Tucson Lifestyle Magazine

31 YEARS

Pima Federal Credit Union

30 YEARS

Tricon Contracting, Inc.

29 YEARS

The University of Arizona Medical Center

27 YEARS

Freeport-McMoRan Inc.

25 YEARS

Foothills Mall

24 YEARS

Bank of America Merrill Lynch - Williams Center

23 YEARS

Andy's Door & Lock Service
Sonora Investment Management

20 YEARS

Formula One
RW Strunk Excavating, Inc.

19 YEARS

Arizona's Children Association

18 YEARS

Kachina Business Solutions
Stanley Steemer
Sweet Tomatoes

17 YEARS

Central Arizona Project
Desert Pueblo Mobile Home Park

16 YEARS

Batteries Plus Bulbs
Wilmot/Speedway
1st Ave/Wetmore
Bourn Companies
Boy Scouts of America - Catalina Council
Grijalva Realty Corp.
Temco Air Environmental

15 YEARS

Border States Electric Supply
EnviroSystems, LLC
Visit Tucson

14 YEARS

Fellowship Square Tucson
New Beginnings Treatment Center, Inc.

12 YEARS

Bob's Automatic Transmission
Madaras Gallery
Pre-Ventronics

10 YEARS

Citi
Funeraria Del Angel
La Paloma Property Owners Association
The Temp Connection
Tierra Antigua Realty

8 YEARS

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

7 YEARS

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

6 YEARS

Able Distributing
BizTucson Magazine
Empire Beauty School
ResCare Workforce Services
ServiceMaster All Care Restoration

5 YEARS

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

4 YEARS

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

3 YEARS

Arizona Department of Transportation
Arizona Lotus Corp

Cafe a La C'art
Coventry
FastMed Urgent Care
Fourth Avenue Merchants Association
FranklinCovey
Literacy Connects
Microbusiness Advancement Center
Ronald McDonald House Charities of Southern Arizona
Safeguard Tucson

2 YEARS

Adair Funeral Home
Boreale Law, PLC
Commotion Studios, LLC
Lazarus, Silvyn & Bangs, PC

1 YEAR

Aflac District Office
Arizona Business Equipment, Inc.
Bernal Chiropractic
Circle K
12th Ave/Drexel
22nd St/ Country Club
22nd St/Alvernon Way
22nd St/Freeway
22nd St/Swan
22nd/Camino Seco
22nd/Prudence
36th St/Kino Pkwy
Ajo Way/12th Ave
Ajo Way/Mission
Ajo Way/Old Ajo Way
Ajo Way/Park Ave
Alvernon Way/Fort Lowell
Alvernon Way/Grant
Alvernon/Timrod
Benson Hwy/Country Club
Broadway/Campbell
Broadway/Pantano
Campbell/Drexel
Country Club/Ajo Way
Country Club/Valencia
Craycroft /26th St
Craycroft/Valencia
First Ave/Fort Lowell
Fort Lowell/Country Club
Fort Lowell/Dodge
Fort Lowell/Stone
Freeway/Congress St
Golf Links/Craycroft
Golf Links/Harrison
Golf Links/Pantano Pkwy
Golf Links/Wilmot
Grant/Columbus
Grant/Craycroft
Grant/Forbes
Grant/Oracle
Grant/Tucson Blvd
Harrison/Broadway
Irvington/Midvale Park
Kinney/Western Way Circle
Kolb/Escalante

La Canada/Duval
Los Reales/Cardinal
Miracle Mile/Flowing Wells
Mission Road/Drexel
Mission/36th St
Nogales Highway/Drexel
Nogales Highway/Old Nogales Highway
Oracle/Glenn
Oracle/Prince
Palo Verde/Ajo Way
Palo Verde/Drexel
Palo Verde/I-10
Park Ave/Bilby
Park Ave/Irvington
Pima/Columbus
Pima/Beverly
Prince/Romero
Sabino Canyon/Synder
Silverbell/Ironwood Hill
Sixth Ave/29th St
Sixth Ave/Benson Highway
Sixth St/Campbell
Speedway/Camino Seco
Speedway/Country Club
Speedway/Craycroft
Speedway/Houghton
Speedway/Kolb
Speedway/Park Ave
Speedway/Silverbell
Speedway/Sixth Ave
Speedway/Swan
Stone/Glenn
Stone/Roger
Swan/Camp Lowell Road
Tanque Verde Rd/Bear Canyon
Tanque Verde Rd/Grant
Tanque Verde Rd/Rebecca
Tucson Blvd/Grant
Valencia/Camino de la Tierra
Valencia/Camino de Oeste
Valencia/Midvale Park
Valencia/Sixth Ave
Wilmot/Pima
Cook & Co. Signmakers, Inc.
Devereux Arizona
Farhang & Medcoff
Gordons Dollar Plus Store
HT Metals
Kaiser Garage Doors & Gates
Keller Williams Commercial
KXCI 91.3 Community Radio
Liberty Tax Service
Little Caesars
Munger Chadwick
National City Tourism & Marketing District
Serrato Corporation
Tesoro Enterprises, LLC
Voyager RV Resort and Hotel
WITT Company

October

52 YEARS

Mi Nidito Restaurant

51 YEARS

Culligan Water Conditioning

47 YEARS

Central Alarm, Inc.

43 YEARS

University of Arizona Business Affairs

37 YEARS

Regier Carr & Monroe, LLP

32 YEARS

Quarles & Brady LLP

30 YEARS

Sheraton Tucson Hotel & Suites

28 YEARS

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

27 YEARS

Enterprise Rent-A-Car

25 YEARS

CNN Realty Services, LLC

22 YEARS

Richmond American Homes of Arizona, Inc.
The Gaslight Theatre

21 YEARS

Southwestern Building Maintenance
Tucson Orthopaedic Institute

20 YEARS

Southwest Airlines
Valbridge Property Advisors/ MJN Enterprises, Inc.

19 YEARS

Meritage Homes

18 YEARS

Courtyard by Marriott - Williams Centre

17 YEARS

Pima County Attorney Bad Check Program
Reddy Ice Corporation

16 YEARS

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

15 YEARS

Ben Bridge Jewelers
Far Horizons Tucson Village

14 YEARS

Arizona Small Business
Association, Inc.

13 YEARS

Kino Sports Complex

12 YEARS

Merrigan's Arizona
Roadrunner
P.F. Chang's China Bistro

11 YEARS

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

10 YEARS

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

9 YEARS

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

8 YEARS

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

7 YEARS

El Rio Community Health
Center
Goldman, Walker & DiMarco

5 YEARS

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

3 YEARS

American Family Insurance
American Red Cross Southern
Arizona Chapter
Arizona Waste Oil Service, Inc.
Community Food Bank of
Southern Arizona
Community Partnership of
Southern Arizona
Krikawa Jewelry Designs
Pepsi Beverages Company
The Hearon Company &
Ashland Group

2 YEARS

Arizona Greyhound Rescue
Buffalo Wild Wings
Forty Niner Country Club
Main Street Executive &
Employee Benefits, LLC
Oschmann Employee
Screening Services
Smashburger
The Loft Cinema
Walgreens

1st Ave/River
1st Ave/Tangerine
22nd/Alvernon
22nd/Craycroft
6th Ave/29th St.
Alvernon/Grant
Broadway/Houghton
Broadway/Swan
Campbell/Roger
Coachline/Twin Peaks
Colossal Cave/Mary Ann
Cleveland
Continental/La Canada
Cortaro/Silverbell
Dove Mountain Blvd/
Tangerine Rd
Esperanza/La Canada
Golf Links/Harrison
Grant/Campbell
Grant/Swan
Harrison/22nd
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. Marys
Snyder/Sabino Canyon
Speedway/Country Club
Speedway/Craycroft
Speedway/Harrison
Speedway/Pantano
Tanque Verde/Catalina
Hwy
Tanque Verde/Sabino
Canyon
Thatcher/20th Ave
Thornydale/Overton
Valencia/12th Ave
Valencia/Cardinal
Valencia/Midvale Park
Valencia/Nexus

1 YEAR

Acacia Information
Technologies
Adaptive Strategies, Inc.
Arizona Fresh Foods, LLC
Ascent Medical Marketing
California Pizza Kitchen
Candlewood Suites Tucson

Community Extension
Programs, Inc.
DeConcini McDonald Yetwin
& Lacy, P.C.
ETC Compliance Solutions,
Inc.
Gotham Heating & Cooling,
LLC
Greater Tucson Leadership
Make Way For Books
Mission Linen Supply
Professional Bartenders
Unlimited
Southern Arizona Rain
Gutters, Inc.
Uber
Visalus
Wells Fargo Home Mortgage
Wells Fargo Wealth
Management

September

50 YEARS

Omni Tucson National Resort

45 YEARS

Merle's Automotive Supply

43 YEARS

Arizona-Sonora Desert
Museum

38 YEARS

University of Arizona Athletic
Department

36 YEARS

Southwest Gas Corp.

35 YEARS

Gadabout SalonSpas
Sun Tran

30 YEARS

Hughes Federal Credit Union

23 YEARS

Aloft Tucson University

21 YEARS

Ace Hardware
Pima/Craycroft
Casino del Sol Resort &
Conference Center

18 YEARS

The University of Arizona
Foundation

17 YEARS

Holiday Inn Express
The Nordstrom Group, Inc.

15 YEARS

Casa de la Luz Hospice
The Mahoney Group

14 YEARS

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

13 YEARS

Bekins Moving Solutions

12 YEARS

Hospice Family Care
El Dorado Plaza/Wilmot
Peter Piper Pizza
12th Ave/Ajo

11 YEARS

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

10 YEARS

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

9 YEARS

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

8 YEARS

Sonoran Science Academy -
Tucson

7 YEARS

Dental Village
Embassy Suites Tucson -
Paloma Village

6 YEARS

Embry Riddle Aeronautical
University - Tucson
Campus

5 YEARS

Staybridge Suites Tucson
Airport

4 YEARS

Peter Piper Pizza

3 YEARS

88-CRIME, Inc., Pima County
Attorney's Office
Adam D. Technology
Stone/Grant
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
MHC Healthcare
Pedata RV Center
Randstad
Remedy Staffing
Southern Arizona
Transportation Museum
The Desert Leaf

2 YEARS

Children's Museum Tucson
Gugino & Mortimer, PLC
Horace Mann - Bruce Stubbs
Nuanced Media
Reproductions, Inc.
University of Arizona
Department of
Immunobiology College
of Medicine
Zanes Law

1 YEAR

A&M Fencing
Ali Megan Photography
Angelica's Wedding & Event
Center
Arizona House of Carpets, Inc.
Arizona State University
Bank of America Home Loans
Bank of America Merrill Lynch
- Foothills
Campbell/Skyline
Bank of America Merrill Lynch
- Oro Valley
Oracle/1st Ave
Bank of America Mortgage
- Customer Assistance
Center
Bianchi's Italian
Days Inn Kokopelli
Empire Southwest, LLC
Mark Irvin Commercial Real
Estate Services, LLC
McDonald's
Tucson Marketplace/Kino
PH Mechanical Engineering
Red Rooster Baskets & Gifts
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Private Wealth
Management
Wal-Mart Supercenter
Tucson Marketplace/Park
Western Refining



AGAPE HOSPICE

2980 N. Swan Rd. #222 • 520.207.5817

Agape Hospice celebrated their 2nd anniversary with a ribbon cutting. They wanted to show their gratitude for the trust they had been given in caring for so many as well as the encouragement and support they had received from so many to be the leaders in end of life care.

BEHAVIORAL AWARENESS CENTER

2002 W. Anklam Rd. • 520.629.9126

Behavioral Awareness Center celebrated the grand opening of their new building. The ribbon cutting ceremony occurred on September 23. Pictured are Brackie Sekavec, owner and CEO, with Chamber members.



CULVERS AT KINO

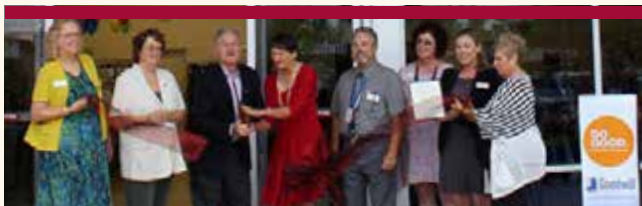
3070 S. Campbell Ave. • 520.882.4422

Culvers at Kino celebrated their grand opening on October 10. Visit their location across from Tucson Marketplace.

DESERT SPORTS AND FITNESS

2480 N. Pantano Rd. • 520.722.6300

Desert Sports and Fitness celebrated the completion of renovations to their East side location. As Tucson's complete fitness center they offer individualized programs to help you achieve your health and fitness goals.



GOODWILL OF SOUTHERN ARIZONA

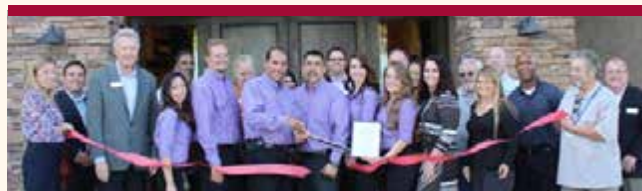
7201 E. 22nd St. • 520.545.9261

The grand opening of Goodwill's new store, donation center and job connection center on September 18 was highly anticipated by the local community. It's located on the NE corner of Kolb & 22nd Street. Check it out!

HSL ASSET MANAGEMENT LLC, ENCANTADA AT RIVERSIDE CROSSING LUXURY APARTMENTS

1925 W. River Rd. • 520.888.0744

Thank you for helping to commemorate the three year anniversary of Encantada at Riverside Crossing.



KRIKAWA JEWELRY ART GALLERY

21 E. Congress St. • 520.322.6090

Krikawa Jewelry, the internationally-acclaimed custom wedding and engagement ring studio, has relocated to Congress Street! The showroom is expanded into a jewelry art gallery. The first exhibition of exceptional local jewelry, fashion accessories and fine artwork is called Local Flavors, and includes the work of over 30 local artists.



LUIS HERNANDEZ AGENCY, AMERICAN FAMILY INSURANCE

3795 N. Oracle Rd. #111 • 520.298.8070

The Luis Hernandez Agency team is here to serve and help you with your auto, home, life and business insurance needs. As residents of the community, they understand how important it is to be there for you, their trusted friends and neighbors. Together, the Luis Hernandez Agency is building strong partnerships that help everyone succeed.

MCDONALD'S

801 E. Grant Rd. • 520.791.0800

There's something shiny and new under the golden arches! Grant & 1st Ave. McDonald's restaurant, owned by John and Susan Cowgill, held an official ribbon cutting ceremony and grand opening celebration. The newly remodeled restaurant features the new McDonald's design with a large PlayPlace for family fun.



OLD PUEBLO COMMUNITY SERVICES

3701 E. Third St. • 520.546.0122

Members of the community celebrated the opening of the new Old Pueblo Substance Abuse Residential Rehabilitative Treatment Program (SARRTP). This new recovery community will provide a community-based, residential environment with supportive services that meets the needs of the Veterans receiving substance use treatment at the VA hospital.

PLATINUM HOME MORTGAGE CORP.

1202 E. Broadway Blvd. • 520.745.4433

Platinum Home Mortgage, with office locations in Tucson and Sierra Vista, is a national banker offering a comprehensive selection of mortgage options to first-time home buyers, move-up buyers and refinances. They put their customers' best interest first and strive to make the home financing process a great experience.



TALENT ADVISORY GROUP, LLC

1110 E. Pennsylvania St. #405 • 520.207.4017

Talent Advisory Group has opened a new manufacturing division. With this expansion, TAG will now be able to provide recruiting services to small, medium and large companies in the local area that are in need of identifying top talent for their organizations.

THE MELTING POT

7395 N. La Cholla Blvd. #302 • 520.575.6358

The Melting Pot is more than just a restaurant, it's a movement of talented passionate people who provide our guests a chance to escape and create memories. They hope that the quality time around their fondue pots bring you closer to family & friends.



TUCSON GRILL CLEANING

520.245.7967

Tucson Grill Cleaning LLC, winners of the SAHBA Home Show's Most Innovative New Product, are proud to announce one full year of successful business! Thanks to their residential and commercial clients' overwhelming response, they are humbly projecting a prosperous end of 2014, and great 2015. Thank you Tucson!

ZEROREZ

1870 W. PRINCE RD. #60 • 520.441.2441

Zerorez would like to thank all who attended their ribbon cutting! Zerorez is thrilled to be able to service the Tucson valley.





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COPPER CACTUS AWARDS WINNERS

BLUE CROSS BLUE SHIELD OF ARIZONA BEST PLACE TO WORK

3-25 Employees

Children's Orthopedic Specialists

26-50 Employees

HJ3 Composite Technologies

51-75 Employees

Airtronics

76-250 Employees

TM International

COX BUSINESS GROWTH

3-25 Employees

Oschmann Employee Services

26-50 Employees

Mastek-InnerStep

51-75 Employees

Andersen, Randall & Richards

76-250 Employees

Simpleview

NEXTRIO INNOVATION THROUGH TECHNOLOGY

3-25 Employees

Aztera

26-50 Employees

**Associates in Oral and
Maxillofacial Surgery**

51-75 Employees

HealthySkin Dermatology

76-250 Employees

GLHN Architects & Engineers

COPPERPOINT SMALL BUSINESS LEADER OF THE YEAR

Ben Korn

Safeguard Tucson

TUCSON ELECTRIC POWER CHARITABLE NON-PROFIT BUSINESS

\$50,000 - \$499,999 Total Revenue

**SARSEF-Southern Arizona Research,
Science & Engineering Foundation**

\$500,000 - \$1,999,999 Total Revenue

Tucson Botanical Gardens

\$2,000,000 - \$4,999,999 Total Revenue

Interfaith Community Services

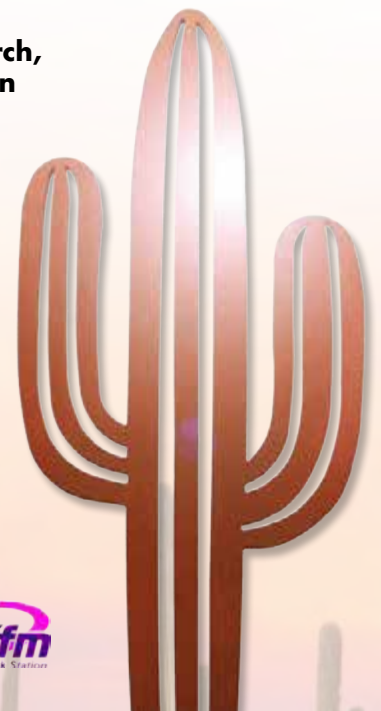
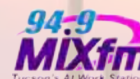
\$5,000,000 - \$9,999,999 Total Revenue

Old Pueblo Community Services

TucsonChamber.org/CopperCactus

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alice cooper
Rock and Roll Hall of Famer,
Alice Cooper



Notah Begay, III
PGA TOUR Professional,
Notah Begay, III



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



More fun under the Sun

SEWAILOGOLFCLUB.COM
CASINODELSOLRESORT.COM
TUCSON, ARIZONA



ENTERPRISE OF THE
PASCUA YAQUI TRIBE





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