

# What Do You Need to Succeed?

TOOLS AND RESOURCES  
TO GROW YOUR  
SMALL BUSINESS



**Best Practices**



**Location**



**Marketing**



**Human Resources**



**Financing**



**Technical support**



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2nd Session/52nd Legislature  
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## Chairman's Message

Robert Ramirez  
*Chairman of the Board*

# Leading the Chamber and Tucson Forward

The mission of the Tucson Metro Chamber is simple: As a network of local Tucson businesses, our goal is to further the interests of our fellow business owners and build a better community. We were formed to be strong advocates for our business community. As such, our management team and elected board of directors are focused on running the Tucson Metro Chamber in the most effective and productive way to ensure we meet our strategic goals in:

- Leading government relations and being an advocate for public policy
- Expanding the local economy
- Being a champion for small businesses
- Improving workforce readiness and education

As the new chairman, my goal is to continue my predecessors' efforts to work with our local business leaders and public officials. This will ensure that the interests of our Tucson community are paramount in every decision we make. In order to have clear priorities, however, it is important we have our own house in order.

At our strategic planning session in April, we had in-depth discussions regarding this year's focus. We had very honest conversations around engagement and discussed the idea that an engaged board would be one of our primary goals for the coming year. We also asked for and received feedback from our board members on how to enhance our board engagement. Consequently, we will focus on the following recommendations for the coming year:

- Adhere to an attendance policy for board meetings
- Hold bi-monthly instead of monthly board meetings
- Change the board agenda format to allot the majority of our time to strategic and policy discussions
- Develop a policy to assist our chamber in funding our own activities
- Focus on compliance issues, update our board members at every board meeting
- Eliminate/Reorganize some of our standing committees into task forces to ensure efficiency and effectiveness in our execution of key initiatives
- Continue to focus on our community development project
- Ensure alignment with our candidate endorsement programs
- Collaborate with other local organizations to enhance our mission and outcomes

As our economic and political landscape continues to change, we must view challenges as opportunities in order for us to make a real difference in our Tucson area community. As noted in the book *When the Boomers Bail: A Community Economic Survival Guide* by Mark Lautman, we must learn from the consequences of a failed educational system and the economic disasters that await communities that fail to attract and retain key talent. In the case of our own Tucson community, we can achieve economic growth by prioritizing our educational system as well as the attraction and retention of key talent.

I look forward to working with our Chamber board and management team to ensure that Tucson continues to be a great investment hub for existing and future businesses.

Robert Ramirez  
*Chairman of the Board*

## Executive Committee

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Robert Ramirez  
*Vantage West Credit Union*

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*UNS Energy Corporation*

### Past Chairman

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### Treasurer

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Sherry Downer  
*Law Office of Sherry J. Downer, PLLC.*

### President & CEO

Michael Varney  
*Tucson Metro Chamber*

## Board of Directors

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### Amy Beiter, M.D.

*Carondelet St. Mary's Hospital*

### Tannya Gaxiola

*The University of Arizona*

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### Mark Irvin

*Mark Irvin Commercial Real Estate Services*

### Ben Korn

*Safeguard Tucson*

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### Lea Standridge

*Raytheon Missile Systems*

### Howard Stewart

*AGM Container Controls*

### Cristie Street

*Nextrio*

### Matt Wandoloski

*Blue Cross Blue Shield of Arizona*

## The Chamber Staff

### Executive

**President & CEO**  
Michael V. Varney

**Chief Financial and Operations Officer**  
Laura Nagore

**Executive Vice President**  
Lori Banzhaf

**Executive Assistant**  
Shirley Wilka, CPS

**Administrator to Executive VP**  
Rosa Herrera

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**Business Development & Advertising Director**  
Jill A'Hearn

**Business Development Executive**  
Edgar Martinez

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**Vice President of Government Affairs**  
Robert Medler

**Government Affairs Coordinator**  
Grace Gegenheimer

**Government Affairs Coordinator**  
Patty Rotondi

### Communications

**Communications Director**  
Carissa Fairbanks

**Creative Manager**  
David Long

**Communications Specialist**  
Toree Calloway

### Special Events

**Events Manager**  
Carol Gatewood

**Events Coordinator**  
Jason Cook, CTA

### Member Services

**Member Services & Affinity Director**  
Jackie Chambers

**Member Operations Manager**  
Tammy Jensen

**Member Services & Payroll Coordinator**  
Sarah Akers

**Member Services Administrative Assistant**  
Valerie Vargas

### Finance & Operations

**Accounting Coordinator**  
James Kehl

**Operations Assistant**  
Margarita Arellanes



## President's Message

Michael V. Varney  
President & CEO

## It's Gonna Get Ugly

History will definitely not record the presidential election of 2016 as our country's finest hour. I believe there are several factors contributing to the rancor and vacuum of perceived leadership the American voter senses in this year's choices for the highest office on the planet.

- As a country we have become very polarized. The platforms of both parties are unduly influenced by the extreme factions on both the right and the left. Centrists are vanishing. They are vilified as "establishment" leaders when they often serve as referees between the wing nuts.
- Both of the presumed candidates have "negatives" higher than 50%. Who are voters supposed to elect if more than half of those who go to the polls dislike both candidates?
- Substance and solutions have given way to smear campaigns that tell the voter "I'm not as bad as you are." Ugh. What a way to select a leader.

In a recent poll conducted by the Tucson Metro Chamber among our major investor groups we asked the following question: *"National polls indicate that the leading presidential candidates for both parties have "negatives" above 50%, meaning that more than half of all voters do not like a candidate. Assuming these two candidates face each other in the fall, which of the following phrases best describes how you feel about the November presidential election?"*

- Two-thirds of respondents said they will hold their nose and vote for one of the candidates.
- About a quarter said the negatives didn't matter and they like and will vote for one of the candidates.
- Only a very small number of people said they are considering not voting in the election altogether.

Think about the topics that should be our priorities:

- Social Security is headed off the cliff like Thelma and Louise.
- Our military is shrinking as world threats are increasing.
- Our roads are crumbling.
- Schools across the land are struggling.
- Foreign policy is a never-ending tug of war.
- Racial tension is at one of its highest peaks in recent history.
- The economy is recovering but has not recovered. Two percent growth a year for the last eight years won't cut it in the context of America's history of robust economic expansion.

Has anyone seen real bi-partisan leadership in any of these areas from Washington recently?

I firmly believe that there is an opportunity disguised in every problem. The problem in this case is clear. It's time to start working on the opportunity.

Michael V. Varney  
President & CEO



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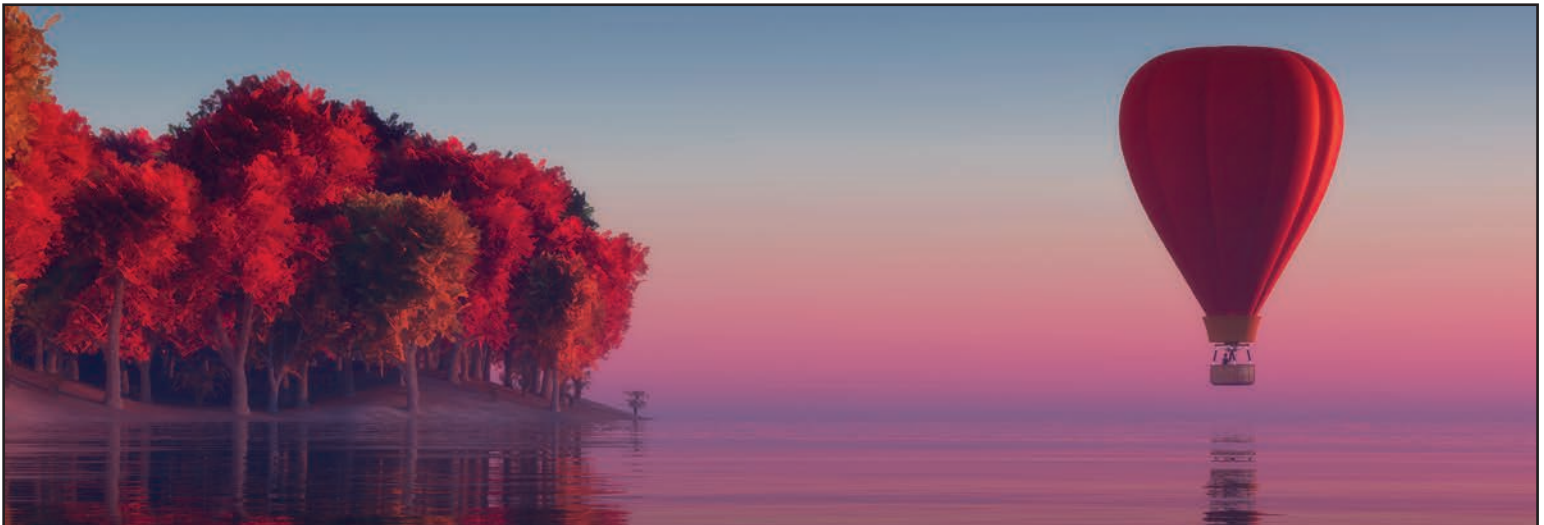
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## MISSION STATEMENT

Leading and advocating for a successful community

## CORE VALUES

### Honesty

*I speak and act in a manner that is morally clear of conflict with the truth.*

### Influence

*I understand that getting things done requires the courage and willingness to make a difference.*

### Knowledge

*I am responsible for expertise in my area of service delivery and will seek constant improvement.*

### Pro-activity

*I understand that I am responsible for identifying opportunities to serve and that I will capture those opportunities whenever possible.*

### Progressiveness

*In an environment of constant change, I embrace the need for constant innovation and improvement.*

### Professionalism

*I will always act in a way that exhibits expertise, proficiency, dignity and poise.*

### Value

*I will do everything possible to ensure that our members receive a return on the trust and resources they invest in the Chamber.*

### Gratitude

*I will consistently demonstrate appreciation for the thoughtful gestures and actions of others.*

## 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

## 2016 Legislative Summary

As you are reading this, the state of Arizona is a few days into a new fiscal year, a year in which the state can legitimately claim to have a structurally balanced budget for the first time in nearly a decade. An average year by all accounts, the 2016 legislative session culminated in 117 days, 1,247 bills posted, 388 passed, 374 signed and 14 vetoed by Gov. Ducey. The budget was passed through 12 budget reconciliation bills and added \$80M in new spending, bringing Arizona's budget to \$9.6B for the 2017 fiscal year. The \$80M increase in spending is modest, as the revenues to the State have been on an increasing trajectory.

While longer than last year's (2015) session of 81 days, this year seemed to be on the fast track from the get-go. The governor had a budget proposal early in the session, with legislative leadership almost immediately working on it behind closed doors. The theme of this year's session was education, with Republicans claiming the budget is a modest start to re-investing in the state's education system. Proposition 123 hung over the Legislature's head the entire session, requiring legislators to create a budget with a significant unknown factor. JTED funding cuts slated to go in effect July 1, 2016, were repealed early in the session when it became clear the issue would stall other business before the Legislature.

Looking forward to 2017's legislative session, there will be many new faces at the capitol. Many current members of the Legislature are either termed out, running for a Congressional seat, or both. In Southern Arizona we will have at least six seats open from the previous incumbents. The leadership vacancy will not be determined until December, but if I had to bet now, I think J.D. Mesnard from Gilbert will be the speaker of the house and Steve Yarbrough from Chandler will be president of the senate. We'll have to wait until then to see if I'm right and what next year will look like.

In the centerfold of this issue of *The Chamber Edge*, you will find the 2016 Legislative Report Card. With 57 bills on this year's report card, elected officials had ample opportunity to vote with the Chamber and support business and economic expansion. Take a look and follow up with your legislators to see why they didn't support the Chamber's position on a particular bill. From moving to online registration for many of the requirements for conducting business, to ensuring our students graduate workforce-ready, to protecting the rights of business owners, legislators had numerous opportunities they could have broken ranks and voted to support businesses throughout Arizona. As with each legislative session, some did; some didn't.

I hope the report card gives you a snap shot of how those who represent you in government are helping you be successful or are hindering that success. The Tucson Metro Chamber will continue to advocate for your business, public policy that promotes growth and an atmosphere that will foster entrepreneurship, regardless of the individuals who are in office.

Robert Medler  
Vice President of Government Affairs



# Let's make something smart.

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## Work Smart? Let's Talk.

Simpleview works in travel and tourism, helping the people that promote their cities, states and countries. Types of positions include: **CMS Developer, Content Coordinator, CRM Analyst, Support & Training Specialists, Project Manager, Account Manager, SEO Specialist, Technical Designer, Creative Developer, Ad Trafficker, and Marketing Manager.**

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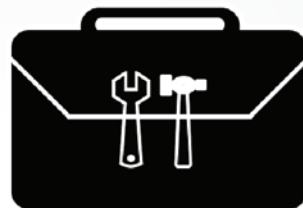
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# TOOLS FOR BUSINESS

Your **24/7** RESOURCE  
to Solve Problems and Improve Operations

## Inside The Toolbox

-  Get free help with forming a business entity
-  Find your way through the maze of government forms and requirements
-  Find local, state and federal resources to grow your business
-  Access tools and resources to easily hire, manage and train employees
-  Keep up with changing business and customer expectations

**[TucsonChamber.org/Tools](https://TucsonChamber.org/Tools)**





# Tucson Metro Chamber and Tucson Airport Authority Open Tucson - JFK Non-Stop Route

The Tucson Metro Chamber's Air Service Task Force has led the creation of daily non-stop air service between Tucson and New York City's JFK International Airport with American Airlines. Flights start October 7.

Until now Tucson had been the largest U.S. city without non-stop air service to the New York metro area. Southern Arizonans will now have direct access to the Big Apple and on to European destinations when American Airlines begins non-stop flights from Tucson.

The new non-stop service is expected to make an instantaneous impact on both business and leisure travel. Visit Tucson estimates that between 2012-14 Tucson lost 49 meetings and conventions equaling 39,000 hotel room nights when meeting planners who contacted them specifically cited air service as a reason to choose locations other than Tucson.

"This flight is critical to the growth of our business community and our vibrant tourism sector. Making Tucson easy for business and leisure travelers to access from New York City opens the door for more commerce in our region," said Michael Varney, president and CEO of the Tucson Metro Chamber.

The Chamber's Air Service Task Force was led by Bill Assenmacher, CEO of CAID Industries. Assenmacher and the task force secured financial support from more than 45 local businesses and organizations to create a \$3 million revenue guarantee for American Airlines in the event that load factors fall below a minimum level. This is a common practice cities around the country use to win new air service routes. Research has shown that more people with S. Arizona zip codes fly to New York every day by making a connecting flight or flying out of another airport than there are seats on the American flight.

"Southern Arizona will benefit from this new non-stop route in more ways than we can imagine," says Assenmacher. "We expect an increase in business and leisure travel. Whenever we can bring out-of-market spending to our community we stand to grow our local economy."

The Tucson Airport Authority was also instrumental in helping to seal the deal with American Airlines. While FAA regulations prohibit airports from soliciting revenue guarantee funds, they are allowed to provide landing fee and ticket counter incentives and to provide marketing support for new flights.

"This is exactly what many people have been working so hard to accomplish and we want to thank them," said Bonnie Allin, President and CEO of the Tucson Airport Authority. It is the most exciting air service news this region has had in many years. Let's keep this momentum going and make sure the flight is a success. Now there's nothing stopping you when you fly Tucson to New York."

Not only will the daily flights provide a link to the nation's largest and most important economic center, the flights are timed to connect with trans-Atlantic flights as well as to other destinations in the northeast U.S. The daily non-stop service schedule:

Depart Tucson	7:57 a.m.*	Arrive New York JFK	4:00 p.m.	Effective Oct. 7
Depart New York JFK	5:00 p.m.	Arrive Tucson	8:12 p.m.*	Effective Oct. 6

*\*Effective November 6, TUS departure will be 8:57 a.m. and TUS arrival will be 9:12 p.m.*



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# Chamber Resources for Small Businesses



Michael V. Varney  
President & CEO,  
Tucson Metro  
Chamber

If you like the experience of a stomach-turning, gut-wrenching, “keep-you-up-at-night” experience, start your own small business.

If you like the euphoria of turning an idea into a profitable source of income and being your own boss and board of directors all rolled up into one “thrill-a-moment” experience, start your own small business.

In any city you go to across the country, small businesses are collectively the biggest business in town. Independent IT providers, veterinarian clinics, hair styling salons, bicycle shops and hundreds of other business categories employ the most people, pay the most in taxes and contribute the most to the local economy.

- According to the Small Business Administration, small businesses have provided 55% of all jobs and 66% of all NET new jobs since the 1970s.
- Since 1982 the number of small businesses in the U.S. has increased by 49%.
- In Arizona alone small businesses represent 97% of all employers.
- 28 million small businesses in America account for 54% of all U.S. sales.
- Since 1990 small businesses have added 8 million new jobs to the economy.
- Just north of 50% of the working population of 120 million Americans work in a small business.

In my years as a small business owner in another state and in my years as a chamber of commerce executive working with hundreds of small businesses, one simple truth has become clear: small business owners need all the help they can get to be

successful in their enterprises. Here are several ways the Tucson Metro Chamber serves as a valuable resource to small businesses in Southern Arizona:

## TOOLS FOR BUSINESS

Tools for Business is a fantastic, comprehensive resource for small businesses. This “one stop shop” for information and strategies has eight categories that deal with the full spectrum of issues a small business is likely to encounter.

- Start a Business
- Grow My Business
- Hire/Manage Employees
- Get Business Training
- Go Green
- Find Financing / Manage Money
- Protect My Business
- Comply with Government Requirements

Tools for Business may be accessed by visiting [TucsonChamber.org/tools](http://TucsonChamber.org/tools).

## WE CAN HELP

On the home page of the Tucson Metro Chamber web site is an icon called “We Can Help”.

More than 100 companies accessed this resource in the last 12 months. We Can Help is a place small businesses can turn to for help with situational challenges that are holding them back from operating and growing their enterprise. Sometimes a small business person doesn’t know where to turn for help. We want to be the first place you go to get help with your problems and challenges. Just click on the icon on the home page or visit [TucsonChamber.org/help](http://TucsonChamber.org/help), describe your situation in an email and we’re on it!





## NEED HELP WITH:

MARKETING? PERMITTING?  
SALES? MAKING CONNECTIONS?  
ZONING?



**PROBLEM? SOLUTION!**

[www.TucsonChamber.org/help](http://www.TucsonChamber.org/help)



Having workers compensation insurance for your employees is a state law. Having ordinary workers comp insurance isn't. That's why more and more small businesses in Southern Arizona are turning to the Tucson Metro Chamber's special CopperPoint Mutual workers comp insurance program. In addition to enjoying great coverage, employers using the Chamber program who have exemplary safety records are eligible for special bonus dividends. Last year the Chamber handed out dividends totaling \$92,868 to local employers. Did your workers comp provider do that? Email [jchambersbond@tucsonchamber.org](mailto:jchambersbond@tucsonchamber.org) to set up a no-cost no-obligation presentation to learn more.

## SPECIAL CHAMBER PROGRAMS

One of the lessons I remember from my days as a small business owner is the importance of preserving cash. Every dollar the company earns on the top line will have expenses deducted from it before some pennies find their way to the bottom line. One hundred percent of the value of every expense that can be saved or reduced flows to the bottom line. So here's what the Tucson Metro Chamber does to help you operate a smarter company:

## Office DEPOT® OfficeMax®

Companies engaged with the Tucson Metro Chamber Office Depot discount program realize up to 45% savings on the items they purchase most often. Why overpay for the toner, paper, file folders and office furniture you need to run a tight ship? If you're not taking advantage of the Tucson Metro Chamber Office Depot discount program, email [jchambersbond@tucsonchamber.org](mailto:jchambersbond@tucsonchamber.org) to get started.



Authorized Broker



An Independent Licensee of the Blue Cross and Blue Shield Association

More choices and more features are what small businesses like most about Tucson Metro Chamber's special program designed to offer convenience in buying health insurance from Blue Cross Blue Shield of Arizona. Using this program small businesses can manage their health insurance needs online and select from a wide variety of plan options. This program is a great way to manage costs AND retain employees who want and need health insurance through their employer. Visit [TucsonChamber.org/insurance](http://TucsonChamber.org/insurance) or email [jchambersbond@tucsonchamber.org](mailto:jchambersbond@tucsonchamber.org) to get started.

Blue Cross Blue Shield of Arizona (BCBSAZ) health plans are offered to Tucson Metro Chamber investors by Tucson Metro Chamber Horizons, LLC, an affiliate of Tucson Metro Chamber. Tucson Metro Chamber Horizons, LLC, is authorized to exclusively market BCBSAZ group health insurance products. D13748

## Leading and advocating for a successful community

### ADVOCACY

#### Support public policy that promotes economic growth

- Create and promote a pro-business state legislative agenda
- Host public policy forums
- Advocate for the preservation and expansion of funding for education
- Protect funding for career and technical education
- Lead the Project Prosperity program

#### Ensure the business position is represented in elections

- Evaluate candidates for public office
- Promote the election of public policy makers who understand and support job creation
- Administer a political action committee (PAC)

#### Represent S. Arizona businesses with local, state and federal officials

- Lead delegations of business leaders to Washington, D.C. to advocate with federal officials
- Host the State of the State Address
- Host the State of the City Address

#### Increase the voice of business with City and County government

- Represent business at City Council and County Board meetings
- Schedule business leaders to appear at City Council and County Board meetings

#### Promote strategic problem solving between private and public entities

- Collaborate on revising City of Tucson election system
- Increase Chamber investor awareness of issues and candidate positions
- Lead the Retail Theft Task Force
- Provide We Can Help online help desk resource

### ECONOMIC EXPANSION

#### Create new economic opportunity for Tucson region

- Lead the expansion of air service at Tucson International Airport
- Educate business about procurement strategies

#### Protect and promote military installations throughout S. Arizona

- Collaborate with the Southern Arizona Defense Alliance
- Advocate for expanded mission assignments
- Support the operations of and families at military facilities

#### Help businesses make strategic connections

- Host events that convene the business community

#### Improve workforce readiness

- Collaborate with Earn to Learn program
- Create better alignment between education and private sector employers

#### Develop future business leaders

- Host the Emerging Leaders Council
- Collaborate with Greater Tucson Leadership

#### Retain local businesses and foster expansion

- Offer Tools for Business online resources to help businesses grow

#### Promote a positive perception of our community

- Lead civic improvement projects





## The Right Marketing Strategy Is a Roadmap to Success



Mary Rowley, APR  
Founder & CEO,  
Strongpoint  
Marketing

Hundreds of books, blogs, presentations and videos have been produced on the topic of marketing strategies. While today's burgeoning digital world offers myriad opportunities for "affordable" marketing – particularly for small businesses – the basic concepts of developing a plan haven't changed much over the years and should not be overlooked. The key is making sure your aim is true.

No company wants to waste money on marketing, but to spend without objective and strategy is doing just that. As the late retailer John Wanamaker is credited with saying, "Half the money I spend on advertising is wasted; the trouble is I don't know which half."

The most important objective of any marketing effort is to use whatever resources you have to reach the mostly likely buyers. Know who your current and potential customers are, what the most effective messages are to make them buy your product or service and what communications channels will reach them most successfully.

Here are some steps:

1. **Research:** Conduct original or primary market research to identify your most likely target market, what messages will resonate with them (and which will send them running away), who or what will influence their decisions and how best to communicate with them. Also see what existing research from other sources (secondary research) is available, particularly in assessing your competition and what they're doing to gain market share. Why is your firm/company/widget a better choice?

2. **Targets:** Using your information about current customers from your research, identify and prioritize the most likely audience segments to pursue. Step back and see if you also can figure out whom or what they will listen to in deciding what to buy. Where are all these people looking for information to meet the need you fill?
3. **Messaging:** Based on intelligence such as successful marketing efforts in the past, market research information or data mining of your customer records, develop what you want to say to the target audiences, revising the messages based on what will be most attractive with each segment. What about your company is unique? Better? Proven? What problem does it solve? Illustrate how you've helped other customers succeed using examples such as case studies or testimonials. And, if possible, make sure the testimonials come from someone or some entity that the audience will respect and pay attention to.
4. **Implementation:** Identify the key communications channels that will have the best chance of reaching your most likely target audience segments. Your implementation will vary depending on whether your business markets to consumers (B2C) or other businesses (B2B) or if your target audience, for example, is men or women, or young or old. Identify targeted direct communications channels to test, such as social media advertising, customer referral program or email marketing and get your message out there.
5. **Assess and Course Correct:** Track what's bringing in business from where and what isn't. Delve into what's not working. Is the price you're asking too high? Is your product or service a bad match for the group you're trying to sell?

These steps lay the foundation for everything you do to build your brand, from your messaging to your visual identity. Make sure they stay consistent and on target to be most effective in building your presence and reputation in the market.

# Top 10 Legal "Best Practices" for Small Business



Luis Ochoa  
Partner,  
Quarles & Brady LLP



Scott Simonson  
Attorney  
Quarles & Brady LLP

## 1. Consult with professional advisors before you launch your business.

Every business, and every owner's legal needs, is unique. Taking time to build your "team" — an experienced lawyer, accountant and tax/financial advisor — is key to helping a small business or startup company spot and avoid pitfalls. Many times, it costs much less to get it right at the beginning than to fix it after an avoidable problem arises. Don't be afraid to get a second opinion, and don't be afraid to ask up front "What do you charge for an initial consultation" — you would be surprised at how many professional advisors do not charge for the initial consultation.

## 2. Choose and form the right business entity.

Don't wait — form a business entity before you open your doors for business. Every business owner, no matter how big or small the business, needs to incorporate, or to organize a limited liability company ("LLC").

Even if you are unfamiliar with the process, it can be inexpensive and easy to form an LLC. When you form a separate legal entity for business, you separate your business liabilities from your personal assets. Business owners need this legal protection right from the start. Before you choose a business entity, discuss with your lawyer the "pros and cons" of each form of business entity.

## 3. Craft your business plan.

Where many businesses fail is by not determining the market for their products or services and the costs and profitability. A good business plan will help you determine if and when your business will generate sufficient cash flow or will need outside capital from investment capital or loans. For many legal reasons, if you are contemplating investment capital, the advice of an attorney is very important when dealing with investors.

## 4. Beware of internet pre-printed legal forms.

Many web sites offer free and low-cost documents that bill themselves as just as good as ones created by an attorney. You get what you pay for. Free and low-cost internet form documents are generic, "one size fits all" templates. They do not integrate state and local legal requirements, and they have not been tailored to protect your interests or needs. Your lawyer will tailor your contracts to fit your needs, create more favorable terms for doing business, and ensure that you comply with state and local laws.

## 5. Protect your business' intellectual property.

All businesses have intellectual property (i.e., patents, trademarks, trade names, trade secrets and copyrightable material). If you do not recognize this, you may fail to gain ownership over this property or protect your property rights.

Make sure that you are not unknowingly giving away your intellectual property rights.

## 6. Always pay your taxes.

Not filing required tax returns and paying your business' payroll or sales taxes to government agencies is a quick path to failure and closure. Find out what taxes your business must pay, when they are due and how to go about paying them.

## 7. Figure out if you are going to have employees.

If the answer is "yes," you will need to understand the legal relationship between employer and employee and how to comply with applicable and complex state, local and federal laws such as the Affordable Care Act, HIPAA, FLSA, Title VII of the Civil Rights Act and FMLA. Even very successful companies face lawsuits from current and former employees. Lawyers help devise enforceable employee manuals/human resource policies, employment agreements, non-compete covenants and non-solicitation agreements.

## 8. Schedule a regular checkup.

Your body gets an annual physical exam. Your car gets regular maintenance. Your business deserves the same care. At least annually, you should meet with your lawyer for a business checkup. As your business grows, your legal strategy should adapt and evolve. A regular checkup also allows your attorney to explain the latest changes in federal, state, and local laws, and how these affect your business.

## 9. Plan ahead for big events in the life of your business.

Just as you save for retirement or make a will, you must plan for key events in the life of your business. This is especially true if you share ownership or management of your business. Take, for example, the "business divorce." Suppose you and a co-owner start a business. What happens if, five years from now, your co-owner wants to walk away and try something else? A lawyer will help your business strategize to navigate key events in the life of your business.

## 10. Safeguard your business reputation and your data.

In the digital age, reputation matters more than ever. What your customers (and employees) say about your business is available online for the world to see. Your lawyer can help you respond to false, malicious or libelous information about your business online. You also need to safeguard sensitive data that consumers entrust to you. Your lawyer can help navigate the laws for maintaining privacy of customers' data and in responding if data falls into the wrong hands.

*Luis Ochoa is a partner with Quarles & Brady, LLP, a Tucson native and University of Arizona alum with 30 years of experience advising businesses, Native American tribes and non-profit organizations of every size. He can be reached at (520) 770-8702 or [luis.ochoa@quarles.com](mailto:luis.ochoa@quarles.com).*

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*Quarles & Brady LLP is one of the 125 largest law firms in the United States. It is a full-service law firm whose Tucson office has served local businesses for more than 30 years. For information, visit [www.quarles.com](http://www.quarles.com).*



# SUCCESSION PLANNING. THE TIME IS NOW!

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Jerry Bromiel



Troy Hoch



Marian LaLonde



Luis Ochoa

Please join us for an event focused on the legal and financial Succession Planning strategies for your business.

**Thursday, August 11, 2016**

**7:30 a.m. – 9:00 a.m.**

**Plaza Arboleda Conference Center**

2502 N. Dodge Blvd., Suite 130  
Tucson, AZ 85716

**Who should attend?**

Company founders, Business owners, and Key Management personnel

No cost seminar, registration required. Contact **Lisa Buck** at **520.770.8700** or **[lisa.buck@quarles.com](mailto:lisa.buck@quarles.com)**.

For more information, contact Jerry Bromiel at 520.770.8700 or **[jerry.bromiel@quarles.com](mailto:jerry.bromiel@quarles.com)**.





## \$3 million

Raised to secure non-stop flights between Tucson to New York City to capture more tourism, convention and business opportunities

### TUS-JFK

Established non-stop flight with American Airlines



Fought to keep A-10 flying at Davis-Monthan Air Force Base and preserve estimated

## \$1.77 billion

economic impact of Davis-Monthan and the 162nd Air National Guard

### Office DEPOT OfficeMax®

Saved Chamber investors more than **\$120,000** with the Chamber's exclusive Office Depot discount program

Helped to streamline City of Tucson systems and procedures to be more business-friendly and worked to create more urban development opportunities through Project Prosperity program



Led advocacy efforts to place **\$160 million** in road repair funds to improve road conditions on 2015 Bond Package

## PTO

Led the halt of the City of Tucson's proposed **Mandatory Paid Time Off** proposal **saving every business** in Tucson **3.3%** on their payroll expenses – regardless of employee structure or industry

## 273

Tracked 273 different bills at the state legislature



## 65%

Published summary of state and local elected officials' voting records. State officials voted with the Chamber 65% of the time



Led delegation of business leaders to Washington, DC and met with 14 elected and appointed officials to advocate for matters important to the growth and prosperity of Southern Arizona's economy



**Met more than 100 times** with City Council, County Board, mayors of Tucson, Marana, Oro Valley and Sahuarita, state legislators and Gov. Ducey's office to promote job creation and economic expansion

Hosted **38** opportunities for local business executives to make connections



**Awarded \$92,868** in dividends to Chamber investors using the Chamber's CopperPoint Mutual workers compensation insurance program

# ACCOMPLISHMENTS



Taught more than 30 local companies how to do business with the federal government



Increased online exposure for more than 700 investors through marketing resources on the Chamber website and online business directory



Supported the launch of the Cradle to Career program to improve K-12 education outcomes and the quality of the local workforce

Initiated Retail Theft Summit to create solutions to the growing problems of retail theft



Hosted more than 50 ribbon cutting ceremonies celebrating investors' milestones, anniversaries and grand openings



Received and responded to more than **100 requests** for problem-solving help through the "We Can Help" program on the Chamber web site's home page to help business owners and executives solve problems

Honored 56 local small businesses and charitable non-profit businesses at the Copper Cactus Awards for their excellence and achievements



Formed partnership with Earn to Learn to make it possible for more needs-tested local high school students to access a four-year university degree and keep qualified workers in our area

## EMERGING LEADERS COUNCIL

Initiated the Emerging Leaders Council and paired 25 emerging leaders (<40 executives) with senior executive mentors to accelerate professional development of Tucson's young professionals

Hosted eight Interface meetings to create dialog between local business executives, County Administrator Huckelberry and Mayor Rothschild



NON-PROFITS IT FOR TUCSON SECURITY DOCTORS COMPLIANCE GROWTH  
 MANUFACTURERS PROFITABILITY ENTREPRENEURS COLLABORATION DENTISTS  
 MOBILITY STRATEGY CUSTOMER ENGAGEMENT HIGH-TECH IT FOR TUCSON  
 IT FOR TUCSON NON-PROFITS GROWTH DOCTORS COMPLIANCE VISION  
 HEALTHCARE PROFITABILITY SECURITY DENTISTS  
 GROWTH MOBILITY CUSTOMER ENGAGEMENT IT FOR TUCSON HEALTHCARE  
 LAWYERS IT FOR TUCSON COMPLIANCE HIGH-TECH

# It's time to talk IT

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## DIY IT = Smart Business

Clients are always telling me that it seems like technology has gotten complicated, fast. And while I do believe certain aspects of business technology are more integrated and complex, there have never been better choices to DIY a number of basic tasks on your network. Here are my top ten DIY projects for small businesses:

1. **Online backup.** Bandwidth availability, cheaper storage media and smarter software that keeps you informed at every step of the process has made online backup a “set it and forget it” proposition. Whether you back up individual files or the image of your entire system, reputable vendors make an inexpensive safety net available in a couple of clicks.
2. **Cloud-based applications.** You will be hard-pressed to argue against moving most of your business applications to the cloud. It’s a better use of cash, a better strategy for staying upgraded, generally more secure and probably better maintained than running those applications on a box in the server closet.
3. **Password/ID management.** Get a password keeper on every device and use the “Generate password” feature each time you need a strong password! Consider adding two-factor authorizations with tokens, codes by text or similar authenticator.
4. **Spam filtering, anti-virus and anti-malware software.** These are table-stakes in modern business and you need them configured to run automatically. You’ll not only protect yourself from the majority of nasties out there, you’ll free up processing resources to get more work done.
5. **Patches and updates.** Yes, you need them to remain secure and no, you don’t have to do them all manually! Most apps will give you the option to automatically check for and apply new fixes or updates.
6. **Upgrades.** Gone are the days of being four or five versions behind on your software. Start getting caught up now. Or better yet – see #2 and move to Cloud where you’ll always be current.
7. **Budget.** Plan for IT expenses around refresh lifecycles: two years max for software, three years max for workstations/tablets and five years max for storage and server hardware.
8. **Cyber-liability.** You need a policy to cover the extremes. Small businesses can generally cover 80% of the likely cyber vulnerabilities with reasonable cost and effort. The remaining 20% tends to be the very complex, the very expensive or both. That’s where a cyber-liability insurance policy is the most economical answer.
9. **Optimize data contracts.** If you haven’t shopped your Internet, phone or mobile data services in the past 12 months you are either paying too much or receiving too little bandwidth for your monthly fee. You may not be able to change the contract period, but it’s worth trying to upgrade the contract terms.
10. **Get a second opinion.** Every two to three years, hire an independent expert to evaluate where you are and draw a roadmap for where you want to be. DIY is only the best option if you don’t grade your own work!

Pay experts for the hard stuff that can really go wrong, but everything else is worth doing yourself!

*Cristie Street tackles her own DIY IT projects as the Managing Partner of local IT consulting firm, Nextrio, LLC.*

Cristie Street  
Co-Founder and Chief Executive Officer,  
Nextrio LLC





# HR Tips For Small Businesses



Sherry Janssen  
Downer  
Attorney,  
Law Office of Sherry J.  
Downer, PLLC

Small businesses, those with 500 or fewer employees, are a major economic driver. Often, small businesses focus significant time and energy on growth but do not spend equal time developing the infrastructure necessary to support the growth. This includes human resource infrastructure. While this is understandable given the significant time demands facing small business owners, small businesses need to understand the increased risks they face if personnel infrastructure is not a priority.

According to a 2015 report by specialty insurer Hiscox, one in five small and mid-size businesses, under 500 employees, will face employment charges in front of the Equal Employment Opportunity Commission and/or its state counterparts with an average cost to defend of \$125,000. Costly and time consuming problems and lawsuits can be lessened and in some instances avoided with advance preparation and careful handling of personnel matters.

- **Keep Abreast of Changing Laws and Regulations.** Federal, state and local laws, regulations and requirements relating to employment change constantly. Utilizing seasoned human resource professionals and employment attorneys to help keep up to date with changing requirements will be less costly than dealing with problems related to non-compliance.
- **Define Expectations.** Use job descriptions and clearly articulated employment policies to define what you expect from your employees. Have policies and handbooks reviewed by employment counsel to ensure you have included necessary information and have not included policies or language that may run afoul of the various laws.
- **Manage Performance Effectively.** Employers who discipline or discharge employees for performance problems without first counseling and warning them about the issues invite lawsuits that are difficult and expensive to defend. In a survey by Dan Gallipeu of Dispute Dynamics, Inc., 88% of jurors polled believe it is okay to fire poor performers, but 74% think employers must give fair warning before firing, ensure that the employee understands the problem, and work with the employee to correct the problem. 90% believe the company is negligent if it does not properly document performance problems.

- **The golden rule of effective performance management is document, document, document.** Document day-to-day performance issues and conversations with the employee so it is clear the employee is aware of the unacceptable behavior and what is expected in the future. If unacceptable behavior does not change after one or two coaching conversations, use written warnings to summarize the history and describe the expectations and timetable for change as well as the consequences of failing to timely correct the behavior.

## Effective Documentation:

- is contemporaneous;
  - specifically describes the behavior or performance that must change;
  - is factual and avoids expressing personal opinions, accusations, generalities, and legal and medical conclusions;
  - describes expectations;
  - includes the employee's explanation and participation in setting goals and timetables;
  - details the action plan, goals moving forward, timetable, and potential consequences; and
  - includes documentation of the follow-up, noting both improvement and failure to improve.
- **Conduct regular, accurate, honest and unambiguous performance evaluations.** Although it can be difficult to give negative feedback, failing to include unfavorable comments regarding performance on an evaluation, when justified, can create difficulty later on. While performance evaluations should not take the place of day to day performance documentation, failing to note negative issues in a performance evaluation will make it more difficult to later explain why discipline or termination was necessary. Train supervisors on proper documentation and preparing evaluations and have evaluations reviewed by a higher management.

*Sherry Janssen Downer is a labor and employment attorney in Tucson and serves on the Tucson Metro Chamber's Executive Committee as secretary.*



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<sup>1</sup> Subject to limitations and exclusions.

<sup>2</sup> Choice of doctors and hospitals is more limited in some counties.

D13539A 03/16

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# Location Advice for Small Business



Barbi Reuter  
COO,  
Cushman &  
Wakefield | PICOR

Rent or mortgage payments are likely among the top expense line items in operating your business. Not only is the direct cost relevant, but your choice of location and space layout has the potential to impact the productivity of your team as well as the perception of your brand. With that in mind, let's explore some key considerations that come into play when choosing a business location.

## 1. Own or lease?

The "buy versus lease" scenario involves significant analysis and is a decision that may change over the life cycle of your business. Numerous factors come into play including capital availability and demands; flexibility and mobility to accommodate business growth; tax implications; risk tolerance; space available; time, aptitude, or property maintenance, to name several.

## 2. Location, location, location

Your choice of business sites should be a strategic one. Do you locate close to the decision-makers' home(s), proximate to your employee base to reduce commute times or nearest to your customers? The answer is driven by multiple variables, not the least of which include business size and type. Appropriate zoning and adequate parking are factors to consider early in your process. A few examples:

- **Financial services:** Locating in a key financial corridor such as midtown or downtown may make the most sense, particularly when interacting with other businesses or for the higher profile environment a class "A" building might project. Smaller service firms with high public interface may prefer locating on a suburban arterial with prominent signage and closer to their customer base.
- **Medical clinic:** While numerous practices and specialties have close relationships with hospitals and strategically locate on or near an inpatient campus, many medical clinics are dispersing into residential areas to be closer to patients' homes.
- **Restaurant:** Visibility is often important to food establishments causing them to choose a high-traffic corridor, or a destination location with other eateries,

thereby creating synergy. Restaurants and retailers are typically more dependent on their neighboring businesses to generate cross-traffic.

- **Logistics company:** A wholesale business or distributor may prize proximity to transportation corridors, minimizing the time and cost of moving goods. For some, this could mean locating close to the airport. For others, being close to highways is key.
- **Sole proprietor:** If you are a one-person show, your choices may be more open. After considering the pros and cons of working from home, options include locating in an executive entrepreneurs, or other more traditional private office and shop options.

## 3. In negotiating for space: The devil is in the details

Whether lease or sale, who pays for what? Will buyer or seller pay for an environmental assessment or the survey? Which party maintains, repairs and replaces the air-conditioning systems in a lease? Do you know the difference between a gross lease, a modified gross lease and a net or triple net lease? Or how a base year lease is administered? If you just renew an old lease without 'resetting' some of the conditions, you could be exposing yourself to higher expenses than necessary, or possibly paying higher than market. And does it always make sense to negotiate the shortest lease term possible? While it gives you more flexibility, there may be market reasons to extend for a longer term.

## 4. Commercial real estate subspecialties

So why use a broker or agent when you can surf the net to find available spaces seemingly in your price range? Aside from the time you might spend sifting through listings, know that the landlord's agent represents THEIR interests. Having your own risks protected only makes sense. Besides, a buyer/tenant's agent is traditionally paid out of the seller/landlord's commission to their own rep, so there is no financial incentive to go it alone. Finally, experienced leasing agents specialize and track market data which helps ensure the economics of your transaction make sense. They also know the reputations of landlords and which properties are locally or professionally managed.

Visit our website [www.picor.com](http://www.picor.com).

*Special thanks to C&W | PICOR colleagues Rob Glaser, Russ Hall, Paul Hooker, and Brandon Rodgers for their contributions to this article.*

# Tucson Metro Chamber

## 2<sup>nd</sup> Session/52<sup>nd</sup> Legislature Report Card

Name	District	Party	1. H2002	2. H2014	3. H2025	4. H2031	5. H2047	6. H2088	7. H2130	8. H2131	9. H2146	10. H2182	11. H2191	12. H2201	13. H2326	14. H2373	15. H2386	16. H2391	17. H2403	18. H2440	19. H2447	20. H2450	21. H2479	22. H2486	23. H2497	24. H2502	25. H2507	26. H2512
Ducey, Doug	Governor	R	+		+	+		-	+	+	+	+	+		-	+	+	+		-	-	+		+	+	+		
Ackerley, John 'Chris'	2	R	+	+	+	+	+	-	+	+	+	+	+	-	-	+	+	+	-	-	+	+	-	+	+	+	+	+
Bradley, David	10	D	-		-	+		-	-	-	+	+	-	+	-	+	+	-	-	+	+	+	+	+	+	+		
Cajero Bedford, Olivia	3	D	-		?	+		-	-	-	+	?	+	+	?	?	+	?	-	+	+	?	+	+	+	+		
Dallessandro, Andrea	2	D	-		-	+		+	-	-	+	+	-	+	+	+	+	-	-	+	+	-	+	+	+	+		
Farley, Steve	9	D	-		-	+		+	?	?	-	+	-	+	+	+	+	-	?	+	+	+	+	+	+	+		
Fernandez, Charlene	4	D	-	-	-	-	+	+	-	-	+	-	-	+	-	+	+	-	-	+	+	-	+	+	+	+	+	+
Finchem, Mark	11	R	+	+	+	+	+	-	+	+	+	+	+	-	-	+	+	+	+	-	-	+	-	+	+	-	-	-
Friese, Randy	9	D	-	+	-	+	+	+	-	-	+	-	-	+	+	+	+	-	-	+	+	-	+	+	+	+	+	+
Gabaldon, Rosanna	2	D	-	-	+	+	+	+	-	-	+	-	-	+	-	+	+	-	-	+	+	-	+	+	+	+	+	+
Gonzales, Sally Ann	3	D	-	-	-	-	+	+	-	-	+	-	-	+	+	+	+	-	-	+	+	-	+	+	+	+	+	+
Gowan, David	14	R	+	+	+	+	+	-	+	+	+	+	+	-	-	+	+	+	+	-	-	+	-	+	+	+	-	+
Griffin, Gail	14	R	+		+	+		-	+	+	+	+	+	-	-	+	+	+	-	-	+	+	-	+	+	-		
Kopec, Matt	9	D	-	-	-	+	+	+	-	-	+	+	-	+	+	+	+	-	-	+	+	-	+	+	+	+	+	+
Leach, Vince	11	R	+	+	+	?	+	-	+	+	+	+	+	-	-	+	+	+	+	-	-	+	-	+	+	-	-	+
Mach, Stefanie	10	D	-	-	+	+	+	+	-	-	+	+	-	+	+	+	+	-	-	+	+	-	+	+	+	+	+	+
Otondo, Lisa	4	D	-	-	+	+	+	+	-	-	+	+	-	+	-	+	+	-	-	+	+	-	+	+	+	+	+	+
Pancrazi, Lynne	4	D	+		+	+		+	-	-	+	+	-	+	-	+	+	-	-	+	+	+	+	+	+	+		
Saldade, Macario	3	D	-	-	+	?	+	+	-	-	+	-	-	+	-	+	+	-	-	+	+	-	+	+	+	+	+	+
Smith, Steve	11	R	+		+	+		-	+	+	+	+	+	-	-	+	+	+	+	-	-	+	-	+	+	-		
Stevens, David	14	R	+	+	+	+	+	-	+	+	+	+	+	-	-	+	+	+	+	-	-	+	-	+	+	-	-	+
Wheeler, Bruce	10	D	-	-	-	-	+	+	-	-	?	-	-	+	-	+	+	-	-	+	+	-	+	+	+	+	+	+

### 1. H2002 INSURANCE PREMIUM TAX REDUCTION

Insurance premium tax rate for insurance other than fire, disability, and health care service and disability insurance is annually reduced by .05 percent, beginning from the 2015 rate of 2 percent down to 1.75 percent in calendar year 2020 and beyond.

**Chamber Position: SUPPORT**

### 2. H2014 ELECTRONIC DOCUMENTS; STATE AGENCIES

Agencies are required to provide a method of electronic submission of non-sensitive data on the agency's website, and are permitted to provide a method of electronic submission of sensitive data.

**Chamber Position: SUPPORT**

### 3. H2025 UTILITIES TPT; SALES OF PROPANE

List of deductions from the tax base for the utilities classification of transaction privilege and use taxes is expanded to include gross proceeds of sales or gross income derived from sales of liquefied petroleum gas to a business that is principally engaged in manufacturing or smelting.

**Chamber Position: SUPPORT**

### 4. H2031 LIQUOR PURCHASES; OTHER STATE IDENTIFICATION

List of acceptable types of identification for the purpose of purchasing liquor is modified so that a form of identification license issued by another state or territory is no longer required to be reissued within 30 days after the person turns 21 years of age.

**Chamber Position: SUPPORT**

### 5. H2047 TRADE NAMES; TRADEMARKS; ONLINE REGISTRATION

An application for registration of a trademark or trade name, including a renewal registration, may be submitted on a form furnished by, or on, the Secretary of State's website.

**Chamber Position: SUPPORT**

### 6. H2088 SCHOOLS; ASSESSMENTS; SURVEYS; INFORMED CONSENT

School districts and charter schools are required to obtain written informed consent from the parent of a student before administering to any student any survey.

**Chamber Position: OPPOSE**



+ "Correct" vote, supported Chamber position    - "Wrong" vote, contrary to Chamber position    ? No recorded vote

27. H2517	28. H2524	29. H2536	30. H2568	31. H2579	32. H2584	33. H2666	34. HCM2001	35. HCR2014	36. S1118	37. S1208	38. S1216	39. S1257	40. S1267	41. S1291	42. S1309	43. S1322	44. S1323	45. S1365	46. S1398	47. S1417	48. S1429	49. S1457	50. S1490	51. S1505	52. S1516	53. S1525	54. SCM1006	55. SCM1007	56. SCM1008	57. SCM1009	2016 VOTING %	2015 VOTING %	TERM VOTING %
+	+	-	-	+	+	+	+	-	+	+	+	-	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	85.0%	95.5%	84.5%
+	-	-	+	+	+	+	+	-	+	+	+	-	+	+	+	+	+	+	+	+	+	+	+	+	-	+	+	+	+	+	80.0%	85.7%	83.1%
+	+	+	+	-	+	+	-	-	+	+	+	+	+	-	+	+	+	+	+	+	+	+	+	-	-	+	+	-	-	+	67.3%	63.5%	65.2%
?	+	+	+	-	+	+	-	-	?	?	?	?	+	-	+	+	+	+	?	+	+	?	?	-	-	+	+	-	-	+	48.1%	65.1%	57.4%
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+	-	-	+	+	+	+	+	-	+	+	+	-	+	+	+	+	+	+	+	+	-	-	+	+	+	+	+	+	+	-	72.7%	84.1%	78.8%
-	+	-	-	?	-	-	-	-	+	+	-	+	+	+	?	+	+	+	+	+	+	+	+	-	-	+	+	-	-	+	50.9%	63.5%	57.6%

#### 7. H2130 MUNICIPALITIES; COUNTIES; ENERGY USE; REPORTING

Counties and municipalities are prohibited from regulating the sale, use or disposition of auxiliary containers by an owner, operator or tenant of a business, commercial building or multifamily housing property.

**Chamber Position: SUPPORT**

#### 8. H2131 MUNICIPALITIES; COUNTIES; AUXILIARY CONTAINERS; PROHIBITIONS

Counties and municipalities are no longer prohibited from imposing a tax, fee, assessment, charge or return deposit on a consumer or an owner, operator or tenant of a business, commercial building or multifamily housing property for "auxiliary containers" (defined as reusable bags, boxes, and other recyclable containers).

**Chamber Position: SUPPORT**

#### 9. H2146 MUNICIPALITIES; PROPERTY SALE THRESHOLD; ELECTION

The value of real property being sold by a municipality that triggers a special election for voter approval of the sale is increased to \$1.5 million, from \$500,000.

**Chamber Position: SUPPORT**

#### 10. H2182 LIQUOR; SAMPLING; ELIGIBILITY; SQUARE FOOTAGE

Beer and wine store premises are no longer required to contain at least 5,000 square feet in order to be eligible for sampling privileges.

**Chamber Position: SUPPORT**

#### 11. H2191 EMPLOYEE SCHEDULING; STATE PREEMPTION

Counties and municipalities are prohibited from adopting an ordinance, resolution or other regulation that requires an employer to alter or adjust any employee scheduling unless the alteration or adjustment is required by state or federal law.

**Chamber Position: SUPPORT**

#### 12. H2201 SOVEREIGN AUTHORITY; COMMANDEERING; PROHIBITION; EXCEPTION

The state and all political subdivisions are prohibited from using any personnel or financial resources to enforce, administer or cooperate with any "action" (defined) of the U.S. government that constitutes "commandeering."

**Chamber Position: OPPOSE**

**13. H2326  
AGRICULTURAL FEED; SALES; TAX  
EXEMPTION**

The exemption from the retail classification of transaction privilege tax and use tax for certain livestock and poultry feed is expanded to include sales of livestock and poultry feed to persons for use or consumption by their own livestock or poultry or for use or consumption in noncommercial boarding of livestock.

**Chamber Position: OPPOSE**

**14. H2373  
REGIONAL TRANSPORTATION AUTHORITY;  
MEMBERSHIP; ELECTION**

The members of a regional transportation authority (RTA) that are members of the regional council of governments (COG) must be from the county that established the RTA.

**Chamber Position: SUPPORT**

**15. H2386  
PATENT TROLL PREVENTION ACT**

A person is prohibited from making an assertion of patent infringement in bad faith. Violations are an unlawful practice and subject to enforcement through private action and prosecution by the Attorney General.

**Chamber Position: SUPPORT**

**16. H2391  
MUNICIPALITIES; WATER RATES;  
REQUIREMENTS**

Municipalities are prohibited from assessing or collecting a fee on new water or wastewater service connections at the time of the establishment of service to those connections for the purpose of recovering the municipality's costs of acquiring the utility plan, facilities, system or other property of a public service corporation or another municipality engaged in the business of providing water or wastewater service.

**Chamber Position: SUPPORT**

**17. H2403  
TAX LIEN DEEDS; AGGREGATE FEES**

Maximum aggregate fee the county treasurer may require to execute and deliver a deed for any judgment foreclosing the right to redeem ten or more individual parcels is \$500.

**Chamber Position: SUPPORT**

**18. H2440  
MUNICIPAL IMPROVEMENT DISTRICTS;  
FORMATION ELECTION**

If a municipal council or governing body determines that a municipal improvement district should be formed, the municipal council is required to submit within 120 days to the municipal clerk a petition to form the district that is signed by the owners of more than 1/2 of the taxable property units within the area of the proposed district and that is signed by persons owning collectively more than 1/2 of the assessed valuation of the property within the area of the proposed district.

**Chamber Position: OPPOSE**

**19. H2447  
BUSINESS ENTITIES; DATABASE; POSTING;  
REQS**

The Corporation Commission is required to establish and maintain a database for documents filed for various business entity filings. The database must include only documents filed for an entity with a known place of business located in a county with a population of more than 800,000 persons (Pima and Maricopa Counties).

**Chamber Position: OPPOSE**

**20. H2450  
EXPEDITED RULEMAKING; OUTDATED RULES**

The list of circumstances under which an agency is permitted to conduct expedited rulemaking is expanded to include if the rulemaking amends or repeals rules that are outdated, redundant or otherwise no longer necessary for the operation of state government.

**Chamber Position: SUPPORT**

**21. H2479  
ABOR; TERMS**

The term of each appointive member of the Arizona Board of Regents (ABOR) is reduced to four years, from eight.

**Chamber Position: OPPOSE**

**22. H2486  
TELECOMMUNICATIONS UTILITIES;  
RELOCATION; REIMBURSEMENT**

To the fullest extent allowed by law, if any construction in any municipality that is undertaken individually or jointly by an intergovernmental contract and that is funded in whole or in part by voter-approved municipal bond proceeds requires a "telecommunications utility" to adjust or relocate the utility's facilities, the county or municipality must reimburse the utility or cause the utility to be reimbursed for the utility's relocation costs.

**Chamber Position: SUPPORT**

**23. H2497  
LOCAL GOVERNMENTS; PERMITS;  
EQUIPMENT**

A political subdivision is required to allow a list of specified persons to install, operate and maintain "microcell equipment" in the public highways within the political subdivision and, upon application, is required to issue permits for the installation, operation and maintenance of microcell equipment on a competitively neutral and nondiscriminatory basis to those persons.

**Chamber Position: SUPPORT**

**24. H2502  
MEDICAL LICENSURE COMPACT**

Enacts the Interstate Medical Licensure Compact to establish a comprehensive and streamlined process allowing physicians to become licensed in multiple states. Adopts the prevailing standard for licensure and requires the physician to be under the jurisdiction of the state medical board where the patient is located.

**Chamber Position: SUPPORT**

**25. H2507  
OUTDOOR ADVERTISING**

Modifies the specified latitude and longitude borders within which electronic outdoor advertising is authorized.

**Chamber Position: OPPOSE**

**26. H2512  
PENSION CONTRIBUTIONS; EXPENDITURE  
LIMIT EXEMPTION**

Any payment to the Public Safety Personnel Retirement System made by a county or municipality against the county's or municipality's unfunded accrued liability is excluded from the county's or municipality's expenditure limitation established by the state Constitution.

**Chamber Position: SUPPORT**

**27. H2517  
BUSINESS PROFESSIONALS; REGULATION  
RESTRICTIONS**

State agencies, counties and municipalities are required to limit all "entry regulations" and "public service restrictions" applicable to businesses and professions to those that are demonstrably necessary and carefully tailored to fulfill legitimate public health, safety or welfare objectives.

**Chamber Position: SUPPORT**

**28. H2524  
UNIFORM FIREARMS TRANSFER COMPACT**

The state of Arizona adopts and agrees to be bound by a uniform firearms transfer compact, which would have prohibited member states from enacting or enforcing any law, regulation or policy that would "impose any fee, tax, penalty, mandate or regulation governing, punishing, restricting, conditioning or otherwise burdening in any respect or at any time the transfer of firearms by any person" in addition to then-existing federal law, with some exceptions.

**Chamber Position: OPPOSE**

**29. H2536  
FINE ART; TPT EXEMPTION**

The list of exemptions from the retail classification of transaction privilege tax is expanded to include sales of "work of fine art" at an art auction or gallery in Arizona to nonresidents if the vendor ships or delivers the work of fine art to a destination out of state.

**Chamber Position: OPPOSE**

**30. H2568  
COMMUNITY FACILITIES DISTRICTS;  
FORMATION; GOVERNANCE**

Beginning with community facilities districts formed after the effective date of this legislation, if the land proposed to be included in the district was more than 600 acres, on presentation of a petition signed by the owners of all the land area proposed to be included in the district, the governing body would have been required to adopt a resolution declaring its intention to form a district to include contiguous or noncontiguous property that was wholly within the corporate boundaries of the municipality or county, and to adopt the resolution within 90 days after the submittal of the petition.

**Chamber Position: SUPPORT**

**31. H2579  
NONWAGE COMPENSATION; MINIMUM  
WAGE**

Statute stating that regulation of employee benefits is not subject to further regulation by political subdivisions is expanded to include "nonwage compensation," defined as fringe benefits, welfare benefits, child or adult care plans, sick pay, vacation pay, severance pay, commissions, bonuses, retirement plan or pension contributions, other employment benefits and other amounts promised to the employee that are more than the minimum compensation due an employee by reason of employment.

**Chamber Position: SUPPORT**

**32. H2584  
DATA CENTER TAX RELIEF; QUALIFICATION**

For the purpose of computer data center tax relief, the effective date of the certification as a computer data center by the Arizona Commerce Authority is the date on which the application was submitted to the Authority. The list of costs constituting the minimum investments a computer data center must make is expanded to include improvements to land, and the costs may be spent on items owned or leased or paid for under a right to use agreement.

**Chamber Position: SUPPORT**

**33. H2666  
GOVERNOR'S ECONOMIC OPPORTUNITY  
OFFICE; CONSOLIDATION**

Establishes the Office of Economic Opportunity (OEO), the OEO Operations Fund and the Economic Development Fund. Various statutory fees are deposited in the OEO Operations Fund instead of the Arizona Competes Fund. OEO Director is required to monitor the state's tax competitiveness, implementing a data collection and analysis process to benchmark regulatory costs and the state's competitive position, and serving as the state's workforce planning coordinator.

**Chamber Position: SUPPORT**

**34. HCM2001  
HEALTH INSURANCE TAX; REPEAL**

The Legislature urges the U.S. Congress to enact legislation to repeal the health insurance tax to make health care more affordable for working families, individuals and businesses.

**Chamber Position: SUPPORT**

**35. HCR2014  
MINIMUM WAGE; STATE PREEMPTION**

The 2016 general election ballot is to carry the question of whether to amend state statute to establish a minimum wage of \$8.41 an hour for calendar year 2017, \$8.77 an hour for 2018, \$9.13 an hour for 2019, \$9.50 an hour for 2020, and beginning January 1, 2021 and each January 1 after, by the increase in the cost of living. The statutory formula for determining the increase in cost of living is modified. For any employee who customarily and regularly receives tips or gratuities, the employer may pay a wage up to 35 percent less than the minimum wage, instead of \$3.00 per hour less.

**Chamber Position: SUPPORT**

**36. S1118  
OFFICE OF TOURISM; CONTINUATION**

The statutory life of the Office of Tourism is extended six years to July 1, 2022.

**Chamber Position: SUPPORT**

**37. S1208  
TEACHER CERTIFICATION; RECIPROCITY**

Board rules providing for teacher certification reciprocity must require that the applicant with certification from another state be in good standing with that other state. An applicant with a valid teacher certification from another state who is in good standing with that other state must be issued a standard teaching certificate.

**Chamber Position: SUPPORT**

**38. S1216  
CHARITABLE DONATIONS; TAX CREDIT AMOUNTS**

The maximum amounts of income tax credits for contributions during the tax year to a qualifying charitable organization other than a qualifying foster care charitable organization are increased to \$400 for a single individual or head of household, and to \$800 for a married couple filing jointly.

**Chamber Position: SUPPORT**

**39. S1257  
MISCONDUCT INVOLVING WEAPONS;  
PUBLIC PLACES**

A person who possesses a valid concealed weapons permit is exempt from the prohibition on carrying a concealed weapon in a public establishment or at a public event.

**Chamber Position: OPPOSE**

**40. S1267  
MILITARY SERVICE; POSTSECONDARY  
ACADEMIC CREDIT**

The Arizona Board of Regents and community college district governing boards must develop policies to award academic credit that a current or former member of the U.S. military may use toward the pursuit of a baccalaureate or associate degree.

**Chamber Position: SUPPORT**

**41. S1291  
TPT; UTILITIES; MANUFACTURING; SMELTING**

Utilities can no longer have to remit transaction privilege taxes for gross proceeds of sales or gross income derived from sales of electricity or natural gas to a qualified manufacturing or smelting business.

**Chamber Position: SUPPORT**

**42. S1309  
CORPORATION COMMISSION; ELECTRONIC  
FILINGS**

The Corporation Commission is authorized to accept electronically any document that a public service corporation is required to submit by statute, rule or a Commission order.

**Chamber Position: SUPPORT**

**43. S1322  
COMMUNITY COLLEGES; EXPENDITURE  
LIMITATION**

Various changes relating to community college expenditure limitations. A community college district board may by a 2/3 vote refer to district voters a permanent change in the base limit used to determine the district expenditure limitation.

**Chamber Position: SUPPORT**

**44. S1323  
VEXATIOUS LITIGANTS; WORKERS'  
COMPENSATION**

In a workers' compensation case before the Industrial Commission, the chief administrative law judge or a designee is authorized to designate a pro se litigant a vexatious litigant.

**Chamber Position: SUPPORT**

**45. S1365  
RETURN-TO-WORK PROGRAM**

The Department of Economic Security is required to establish a return to work program to provide a supervised training opportunity to individuals for 20 to 32 hours per week for up to 6 weeks through employers that volunteer to participate in the program.

**Chamber Position: SUPPORT**

**46. S1398  
FUEL TAXES; STREETS & HIGHWAYS**

A county receiving Highway User Revenue Fund monies is required to publish an annual financial report containing budgeted and actual expenditures of funds received from motor vehicle fuel and use fuel taxes. The report must cover the preceding fiscal year and must be distributed by December 31.

**Chamber Position: SUPPORT**

**47. S1417  
DISTRIBUTED ENERGY GENERATION  
SYSTEMS**

Various changes to statutes regulating solar energy devices. The definition of "solar energy device" is expanded to include a "distributed energy generation system."

**Chamber Position: SUPPORT**

**48. S1429  
PUBLIC RETIREMENT SYSTEMS; SPECIAL  
ELECTION**

The purpose of the special election called by Laws 2015, first special session, chapter 2 is expanded to include proposed amendments to the state Constitution that are proposed by Senate concurrent resolution 1019 that provide for changes to public retirement systems.

**Chamber Position: SUPPORT**

**49. S1457  
KIDSCARE ENROLLMENT; EMPOWERMENT  
SCHOLARSHIPS; DISABILITIES**

Total enrollment in the state Children's Health Insurance Program (KidsCare) is no longer limited based on the annual appropriations made by the legislature and an enrollment cap.

**Chamber Position: SUPPORT**

**50. S1490  
TRANSPORTATION FUNDING; TASK FORCE**

Establishes a 9-member Surface Transportation Funding Task Force to review transportation needs and revenue sources in Arizona and recommend specific revenue proposals for dedicated funding sources for specified transportation-related items.

**Chamber Position: SUPPORT**

**51. S1505  
NATURAL GAS DELIVERY; TAX EXEMPTION**

The exemption from the utilities classification of transaction privilege and use taxes for the purchase price of electricity or natural gas by a business that is principally engaged in manufacturing or smelting operations and that uses at least 51 percent of the electricity or natural gas in the manufacturing or smelting operations is modified to apply to gas transportation services.

**Chamber Position: SUPPORT**

**52. S1516  
CAMPAIGN FINANCE AMENDMENTS**

The article of statute governing campaign contributions and expenses is repealed and replaced. Modifies definitions, including the definitions of "contribution" and "expenditure." Establishes a list of expenses that are not considered contributions for campaign finance purposes, including payments by a political party to support its nominee and the payment of a committee's legal or accounting expenses.

**Chamber Position: SUPPORT**

**53. S1525  
JTED RESTORATION & REFORMS**

Eliminates the reduction in base support level funding that a school district, charter school or JTED receives for students enrolled in both a school district or charter school and a joint technical education district (JTED) satellite campus program to 92.5 percent of the base support level funding that the school district, charter school or JTED would otherwise receive.

**Chamber Position: SUPPORT**

**54. SCM1006  
PORTS OF ENTRY; ADDITIONAL PERSONNEL**

The Legislature urges the U.S. Congress to act to increase the number of U.S. Customs and Border Protection personnel at the ports of entry in Arizona in order to secure the border between the U.S. and Mexico.

**Chamber Position: SUPPORT**

**55. SCM1007  
OZONE CONCENTRATION STANDARD;  
URGING EPA**

The Legislature urges the U.S. Environmental Protection Agency (EPA) to reinstate the previous ozone concentration standard of 75 parts per billion.

**Chamber Position: SUPPORT**

**56. SCM1008  
REGULATORY INTEGRITY PROTECTION ACT**

The Legislature urges the U.S. Congress to enact the Regulatory Integrity Protection Act.

**Chamber Position: SUPPORT**

**57. SCM1009  
CHERRYBELL; MAIL PROCESSING CENTER**

The Legislature urges the U.S. Congress to protest the proposed closing of Cherrybell Postal Processing and Distribution Center in Southern Arizona.

**Chamber Position: SUPPORT**





## Five Keys to Getting a “Yes” for a Small Business Loan



Jill Malick  
Business Banking  
Manager,  
Wells Fargo

“What does it *really* take for a small business owner to get a loan from a bank today?” It’s one of the top questions our bankers hear – and I would like to share our answer to this question.

As bankers, we want to make every responsible loan we possibly can to help creditworthy small businesses. So to help even more small businesses join those who are hearing “yes,” I’d like to share with you the five things small business owners need to know when applying for a small business loan or line of credit.

- **First – Show that your business generates steady cash flow.** Cash flow is a key indicator of a business’ health and its future prospects. When you can show reliable cash flow for your business, your bank can see that you have the resources to pay for new loans.
- **Second – Make sure your current debt load is manageable.** Your bank wants to make sure your business has the ability to take on additional debt and is in a strong financial position to manage its debt payments.
- **Third – Maintain a good payment history.** Before extending credit, a financial institution needs to be confident a business has the ability to repay. Your payment history provides an important record of your ability to responsibly pay down debt. Obtaining a debit or credit card is a good way to begin building a payment history for your business.

- **Fourth – Demonstrate business acumen.** Successful businesses reinvent themselves all the time. Your bank wants to see that you anticipate potential challenges and have the management skills to overcome obstacles and pursue growth opportunities. Have a business plan that addresses the major challenges your business may face.
- **Fifth – Build a solid relationship with your banker.** A long-term relationship with your bank – both business and personal accounts – will give you the opportunity to show how you manage your finances as a creditworthy business owner.

Here’s one final tip, if debt, cash flow or payment history are the barriers to securing a loan for your business: **take a good look at your business model.** Can you identify new revenue streams for your business? Do you have opportunities to control costs? Are you able to improve profitability through changes in product mix, pricing or staffing?

Talk to your banker – he or she may help you consider all the alternatives that will improve your business and the likelihood of getting to “yes” on your next loan application. You can also visit [WellsFargoWorks.com](http://WellsFargoWorks.com), a small business resource that offers useful business and financial guidance to help business owners build their knowledge. The site can help you create a business plan or build a website, and features hundreds of stories and informational resources, as well as videos, with national small business strategy experts and business owners sharing their experiences, to help you start, manage or expand your small business.

Jill Malick is a Business Banking manager for Wells Fargo in Southern Arizona. To reach her, call 520-512-0301 or email [jills.malick@wellsfargo.com](mailto:jills.malick@wellsfargo.com)



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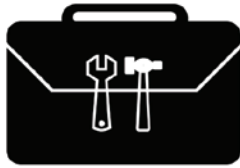
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# Top 10 Risks Business Owners Face – and the Coverage They Need to Mitigate Them



Jennifer Chenault  
Sales Executive,  
Lovitt & Touché

Success. It's one word on the mind of most business owners today. Successful business owners take a realist look at how to best position their company for success and plan accordingly. They learn to manage risk and exposures.

Each company's potential risks are unique and should be evaluated independently. An insurance expert can help entrepreneurs and other decision makers navigate these areas and provide more peace of mind. If you own a business or assist with such decisions, consider these typical risks and exposures to ensure you're fully protected.

- 1. Property Coverage** – Your property may be your most valuable asset, and insuring its value can be tricky. You don't want to over- or under-insure. To determine how much coverage you need, take a complete inventory of your assets and determine how much risk you can bear in the event of a loss.
- 2. Business Interruption Coverage** – What would success look like if you were forced to shut your business down and interrupt the cash flow? Are you prepared? Depending on your life situation, this type of coverage may be needed.
- 3. Liability Coverage** – Commercial General Liability (CGL) provides coverage for claims of bodily injury or other physical injury, personal injury (libel or slander), advertising injury and property damage as a result of your products, premises or operations.
- 4. Key Person Coverage** – Your business may be built from the talents of key individuals. Would your operations be affected if those individuals were unable to work? There is coverage available to you that would allow you to keep your business moving forward in a time of loss.
- 5. Workers Compensation Coverage** – By managing worker exposures on the job and promoting safety, it is possible to control worker compensation premiums. Successful business owners have pre- and post-accident procedures in place, along with an effective safety program to net long-term savings.
- 6. Contingent Business Income Coverage** – This lesser-known insurance covers losses incurred as a result of interruptions in the supply chain. It offers greater confidence when dealing with vendors outside your control and allows you to work confidently with suppliers who face external exposures.
- 7. Electronic Data and Computer Exposure** – Data breaches are on the rise in numerous industries. Cyber liability insurance can help protect your business against damage from cyber attacks, data breaches and other Internet-based exposures.
- 8. Environmental Exposure** – Business owners can purchase a policy to manage their pollution exposure. Even the most careful business owner can cause a spill or a leak that will result in a claim. Keep in mind that most commercial insurance policies contain pollution exclusions. If you don't carry environmental insurance, you may be uninsured against significant environmental loss exposure.
- 9. Employment Practices Exposure** – Businesses experience this exposure from pre-employment through the exit interview. Your exposure can range from wrongful termination, inappropriate workplace conduct and negligent evaluation of job performance. This coverage can be found in a management liability policy.
- 10. Contract Exposure** – Many successful business owners evaluate each and every contract that comes their way. Doing so, can help you save money in the long run. It is recommended to review contracts once a year to ensure you are up to date with any needed changes in conditions.

A successful risk management program involves prevention, training and planning. Take time to identify a broker who can help you identify risks and exposures, and navigate this complex landscape.

*Jennifer Chenault is a Sales Executive with Lovitt & Touché, one of the largest insurance agencies in the United States. Founded in Tucson more than 100 years ago, Lovitt & Touché represents thousands of Arizona businesses across all lines of insurance. More at [www.lovitt-touche.com](http://www.lovitt-touche.com).*



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# How to Stay Out of Trouble with the IRS



Jon Bickerton, CPA  
Senior Tax Manager,  
BeachFleischman PC

Most of us have felt the pain of getting a letter from the IRS informing us that we've done something wrong. Our tax code is incredibly complex and confusing. Most everyone is out of compliance in one respect or another. However, there are certain traps that you absolutely want to avoid at all costs. Here is a list of common errors/oversights committed by small businesses:

- **Reporting less revenue on your tax return than is reported to the IRS.** The IRS matches up 1099s filed in your tax ID number with your tax return. If you report less than their records reflect, they'll send you a bill – and you'll likely pay more tax than if you had carefully reviewed your records to ensure everything lines up.
- **Failure to file a business tax return on time.** S corporations and Partnerships/LLCs can run into some real problems here. Penalties are \$195/month per owner. I've seen returns incur \$10K+ in penalties for filing six months late. An automatic six month extension can be filed without raising any flags.
- **Failure to file 1099s.** Penalties are assessed on a per-form basis and can add up quickly. In addition, if the failure is deemed by the IRS to be intentional, penalties skyrocket and you run the risk of not being able to deduct the expenses.
- **Failure to pay over taxes withheld from employee compensation.** If it's determined that the failure is intentional, you incur the "trust fund penalty" which is really bad news if you're the person responsible. In this case, you would personally pay a penalty equal to the amount of withheld taxes you didn't pay – not to mention all the penalties assessed on the business.

- **Failure to report foreign assets/transactions.** In the wake of tax evasion issues that arose in recent years (think UBS) the IRS has cracked down on failure to disclose foreign assets. Important forms to consider are FinCen 114 (bank account report), 8938 (report of foreign assets), 5471 (ownership of a foreign corporation), and 5472 (ownership by a foreign corporation). The typical minimum penalty for late-filing or failure to file is \$10,000, and it goes up from there.
- **Misclassifying workers.** It's always tempting to call your workers "contractors" and not employees. Then you don't have to worry about paying employer taxes, retirement contributions, benefits, overtime, etc. However, if the IRS decides that you've misclassified an employee as a contractor, they'll assess YOU for all of the income tax you should have withheld, plus the employee share of the employment taxes, plus your share of those taxes, plus substantial penalties. In addition, you can get hit with big penalties for not offering health insurance coverage.
- **Abusing S corporations.** S corporation shareholders don't have to pay FICA/Medicare on dividends they pay themselves, which can be a tidy savings. As long as "reasonable compensation" is paid, i.e. the remuneration is reasonable for services performed, this is perfectly fine. However, quite a few doctors who paid themselves little to no salary, and drew hundreds of thousands in dividends, got busted with consequences similar to the worker misclassification issue.

As you can see, ignorance can be very costly. Small businesses who trip these penalties can put themselves out of business. Having a healthy fear of the IRS is a good thing, and though compliance is costly, noncompliance can be even worse. It's critical to retain a tax professional that you can trust to look out for your best interests!





**Howard "Stu" Stewart**  
President/CEO  
AGM Container Controls (AGM)



**Darren Bayliss**  
CEO  
Maximum Impact Physical Therapy  
Services

**EDUCATION:** B.A. Political Science from Principia College, Elsah, IL.

**ORIGINALLY FROM:** Hollywood, CA

**IN TUCSON AREA SINCE:** 1970

**FAMILY:** I have two sons, Clayton (25) and Russell (23). Clayton graduated with a BA in Mechanical Engineering from the UofA, and works as a business intelligence advisor for Epic in Madison, WI. Russell graduated with a double bachelor's degree in Neural Science and Mathematics from USC in Los Angeles. Russell is currently enrolled in a doctoral program at Stanford University in Artificial Intelligence. My parents, Roger and Joyce Stewart, started AGM in 1970.

**PROUDEST ACCOMPLISHMENTS:**

1) My sons are in the process of becoming productive, civic-minded citizens, as they diligently work towards having a positive impact to society; 2) AGM being recognized as "America's Small Business of the Year" in 2009 from the U.S. Chamber of Commerce; 3) Climbing Mt. Kilimanjaro in 2011.

**BIGGEST PROFESSIONAL CHALLENGE:**

1) To continue to grow AGM's market cap (which has increased 12 times since I took over as CEO in 2000); 2) To continue AGM management's 23-year streak of not laying off a single AGM employee.

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

We should all support initiatives that strengthen Tucson's K-college educational system. This will attract new business, improving Tucson's economy. In addition, we especially need to attract high-paying manufacturing companies to Tucson, which we won't be able to do unless we significantly improve Tucson's educational system.

**TOP THINGS ON MY BUCKET LIST:**

1. Bike completely around the world, north to south to north
2. Climb to the base camp of Mount Everest
3. Visit at least 50 countries (I'm currently up to 27)
4. Help create educational and career opportunities for Tucson youth

**EDUCATION:**

- Bachelors Exercise & Sports Science, Texas State University
- Bachelors Science in Physical Therapy, Texas State University
- Certified Ergonomic Assessment Specialist
- Certified John Maxwell Leadership Coach
- Workplace Injury Prevention - Trainer and Lecturer

**ORIGINALLY FROM:** Singapore

**IN TUCSON AREA SINCE:** 2000

**FAMILY:** Wife: Eliza Bayliss – Founder/CEO of Quench Foundation (Charity Care Physical Therapy/Job Training for at risk high school students/Christian Spiritual Support)  
Children: Aly – age 11, Nicky – age 7

**PROUDEST ACCOMPLISHMENTS:**

Becoming a Christ follower, a husband and father. Realizing the concept of business as mission (BAM) in helping transform lives in our workplace and community.

**BIGGEST PROFESSIONAL CHALLENGE:**

Prioritizing marriage/parenting with business ownership and attempts to scale Maximum Impact in Tucson where low insurance reimbursement rates and recruiting physical therapists are significant obstacles.

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

Tucson had ranked 6th in the top 500 cities as the poorest metro area in 2011. Small businesses are the engines that help drive economies and assist in creating sustainable communities. Through the Tucson Metro Chamber, business leaders can collaborate to influence change within our city and neighborhoods.

Speaking to Tucsonans, "Become the change you are looking for in others and in your circumstance; answering the why's in your decision making by first discovering your life purpose, then having the courage and strength to act on your purpose are the first steps with making a difference in your life and the lives of others."

**TOP THINGS ON MY BUCKET LIST:**

1. Lead my kids to Christ
2. Create a leadership academy for disadvantaged youth
3. Travel the world with my wife and children



**Bruce A. Wright**  
Associate Vice President  
Tech Parks Arizona



**Treena Parvello**  
Director of Public Relations and  
Communications  
Tohono O'odham Gaming Enterprise

**EDUCATION:** Graduate of Willamette University and earned a B.A. with distinction in political science; attended graduate school at the University of Arizona; participated in the Executive Leadership Program at Harvard University's John F. Kennedy School of Government.

**ORIGINALLY FROM:** Santa Rosa, California

**IN TUCSON AREA SINCE:** 1971

**FAMILY:** Wife: Linda Wright; two grown daughters and four grandchildren.

**PROUDEST ACCOMPLISHMENTS:** Serving as chief-of-staff to U.S. Representative Morris K. Udall and staff consultant to the US House of Representatives Committee on Interior and Insular Affairs. Also, transforming the IBM site into a bustling university related research park. The UA Tech Park is a major employment center with more than 6,500 employees and more than 40 companies and organizations. The UA Tech Park is a huge economic power house generating \$2.3 billion in annual economic impact a year for Pima County.

**BIGGEST PROFESSIONAL CHALLENGE:**

The recession of 2008 was a huge challenge in maintaining and developing the University's technology parks.

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

Tucson and Pima County need to embrace a big vision for the future of our community. We should strive to be among the best cities and most livable communities in the US and not settle for mediocrity. This means investment in critical infrastructure, improvements in K-12 education and aggressive efforts to market our community to the business world, especially technology companies.

**TOP THINGS ON MY BUCKET LIST:**

1. Taking African photo safari
2. UA playing in the Rose Bowl
3. Writing a book on research parks

**EDUCATION:** B.S. in Public Administration and MBA from University of Arizona

**ORIGINALLY FROM:** Born on the San Carlos Apache Reservation

**IN TUCSON AREA SINCE:** I was raised in Tucson and being a part of the community I was taught to give back to the community that has given so much to me.

**FAMILY:** Family is a strong part of who I am. No matter how extended you are, you are always considered family and I am constantly meeting more and more family.

**PROUDEST ACCOMPLISHMENTS:**

I have been extremely blessed my entire life. I feel that my culture and ancestry have enriched my experiences. As director of public relations and communications, I get to see firsthand the amazing work that the Gaming Enterprise is accomplishing in our community. I am proud that I am able to represent the Enterprise, the Nation and be who I am. There are so many amazing organizations that I get to work with to help make Tucson such a wonderful place to live and work.

**BIGGEST PROFESSIONAL CHALLENGE:**

Finding the right work/life balance has been challenging. This industry necessitates time and it is easy to get caught up because I love my job.

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

Tucson is an amazing, diverse community full of different cultures and caring people. Every day, I interact with individuals and organizations who are trying to improve lives and create opportunity right here in the Old Pueblo. And I have seen how when the community comes together, great things can be accomplished. The Tohono O'odham Gaming Enterprise is doing its part. I hope that more people continue to stand up and get involved in making life in Tucson even better for all of us.

**TOP THINGS ON MY BUCKET LIST:**

1. I have always thought about sky diving.
2. The other thing always in the back of my mind is running a marathon, but given I'm not in training, maybe I will start with a half marathon.

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

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Simpleview  
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Trico Electric Cooperative

## **Cenpatico Integrated Care Workforce Development**

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Keegan, Linscott & Kenon  
Linkages Experience  
Simply Clean & Green  
The Solar Store

## **CopperPoint Small Business Leader of the Year**

Darren & Eliza Bayliss, Maximum Impact  
Physical Therapy Services  
Mitch Pisik, TM International  
James A. Tress, Westland Resources  
Bert Williams, Williams & Associates  
Donald Zipperian, PACE Technologies

## **Cox Business Growth**

Apex Window & Bath Accessories  
Farhang & Medcoff  
Micro Import Service  
Northwest Pet Clinic  
Port of Tucson  
Re-Bath of Tucson  
Securaplane Technologies  
Total Care Connections  
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## **Nextrio Innovation**

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Elitise  
G2Mobile  
Mobile Care Management  
Old Tucson Company  
Sinfonia Rx  
Sundt Construction  
Watermark Retirement Communities

## **Tucson Electric Power Charitable Non-Profit Business**

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Arizona-Sonora Desert Museum  
Arizona's Children Association  
Big Brother Big Sisters of Tucson  
Eagles Wings of Grace  
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Linkages  
Make Way for Books  
Our Family Services  
Reid Park Zoological Society  
Rialto Theatre Foundation  
Southern Arizona Network for Down Syndrome  
The Hermitage No-Kill Cat Shelter & Sanctuary  
Tohono Chul  
Tucson Youth Development

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“ We ran into a lot of permitting problems and a lot of jobs were on the line. The Tucson Metro Chamber immediately put us in touch with the right people at Pima County and we've been able to save all those jobs. ”

Jarrad Duxbury,  
Ace Vending



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## Park University



KARI MIDDLETON  
CAMPUS CENTER DIRECTOR

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

Park University is a comprehensive, independent institution with a full range of undergraduate and graduate degree programs. Park's commitment to provide a high-quality, personalized undergraduate experience is entrenched throughout the institution. Degrees offered at the Davis-Monthan AFB campus include management (with several specializations), information and computer science, criminal justice and social psychology just to name a few. Courses are offered in an eight-week accelerated format and are open to anyone in the Tucson community.

**What are some of the challenges that your organization faces?**

Branding in the local area, which is saturated with higher education choices, is a challenge.



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

Ideally, we would like to partner with a local business and offer a cohort for employees. Benefits of partnering with Park include the ability to negotiate tuition rates, quality education to improve the knowledge of current employees, as well as a local office with which to interact.

## Casa de los Niños



SUSIE HUHN, MA  
CEO

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

For more than 40 years, Casa de los Niños has led the way in preventing and treating child abuse and neglect in the Tucson area. We opened the first children's crisis shelter, a vital service that we continue to provide. Over the last four decades, Casa de los Niños has significantly expanded and refined its resources and expertise to better meet the needs of our community.

Casa de los Niños is a leader in program implementation that meets or exceeds current standards for preventing child abuse, educating and supporting parents, quickly intervening when abuse has occurred and effectively treating those who have been abused or neglected. Through these programs, we strive to improve the lives of children and their families and reduce the long-term social and financial costs of child abuse for our community.

**What are some of the challenges that your organization faces?**

With nearly 5,000 children in out-of-home care in Pima County, a number that continues to rise, a critical challenge is being able to meet the needs of families in crisis without the consistency of resources; a problem exacerbated by state budget cuts. We always need additional volunteers to help in this complex work with children and families.



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

We are always looking for corporate partners to help us strengthen families in our community. As a non-profit organization we seek to engage the Tucson business community in partnering with us to maximize resources that are critical to the health and welfare of children and families in our community.



# New Members

## May

### **AAA Fire Safety**

P (520) 822-3148  
www.firesafetyworld.com  
FIRE PROTECTION CONSULTANTS

### **Autism Speaks**

P (480) 269-2724  
www.autismspeaks.org  
ORGANIZATIONS AND/OR ASSOCIATIONS

### **Athlon Physical Therapy**

Fort Lowell/Country Club  
P (520) 323-9086  
www.athlonpt.com  
PHYSICAL THERAPISTS

### **Athlon Physical Therapy**

Rancho Vistoso/Tanque Verde  
P (520) 615-6573  
www.athlonpt.com  
PHYSICAL THERAPISTS

### **Athlon Physical Therapy**

Tanque Verde/Sabino Canyon  
P (520) 207-7220  
www.athlonpt.com  
PHYSICAL THERAPISTS

### **Bealls Outlet**

P (520) 888-3607  
www.beallsoutlet.com  
RETAILERS

### **Bottom-Line Bookkeeping of Arizona**

P (520) 971-1491  
www.bottomlinebk.weebly.com  
ACCOUNTANTS

### **Building Excellence, LLC**

P (520) 219-6993  
www.buildingexcellence-llc.com  
CONTRACTORS - GENERAL

### **Commercial Retail Advisors, LLC**

P (520) 290-3200  
www.cradvisorsllc.com  
REAL ESTATE - COMMERCIAL & INVESTMENT

### **Earth Web Technologies, LLC**

P (520) 333-3374  
www.ewtcloud.com  
COMPUTERS - SERVICE & REPAIR  
INTERNET WEB SITE DEVELOPER  
INTERNET MARKETING & ADVERTISING

### **Heart & Soul Kids Activity Center**

P (520) 818-7974  
www.heartandsoulkids.com  
GYMNASTICS INSTRUCTION

### **Interiors In Design, LLC**

P (520) 269-9226  
www.indesignaz.com  
INTERIOR DECORATORS AND/OR DESIGNERS

### **International Wildlife Museum**

P (520) 620-1220  
MUSEUMS

### **Life Care Center of Tucson**

P (520) 575-0900  
www.lcca.com  
NURSING HOMES

### **MOD PIZZA**

Oracle/Wetmore  
P (520) 448-5838  
www.modpizza.com  
RESTAURANT - PIZZA

### **MOD PIZZA**

Oracle/1st Ave  
www.modpizza.com  
RESTAURANT - PIZZA

### **Muscular Dystrophy Association**

P (480) 753-9084  
www.mda.org  
ORGANIZATIONS AND/OR ASSOCIATIONS

### **NextCare Urgent Care**

P (520) 284-9224  
www.nextcare.com  
URGENT CARE CENTERS

### **Rio Nuevo Multipurpose Facilities District**

P (520) 623-7336  
GOVERNMENT OFFICES

### **Southwest Solutions**

P (520) 207-1900  
www.swstucson.com  
ADVERTISING - PROMOTIONAL PRODUCTS  
PRINTERS  
T-SHIRTS

### **TMM Family Services, Inc.**

P (520) 322-9557  
www.tmmfs.org  
SOCIAL SERVICE ORGANIZATIONS

### **Torreon Golf Club**

P (928) 532-8000  
www.torreon.com  
GOLF COURSES  
GOLF COMMUNITIES  
RETREAT FACILITIES

## April

### **Aderon, LLC**

P (571) 762-1997  
www.aderonllc.com  
INFORMATION MANAGEMENT SERVICES

### **Guadalajara Fiesta Grill**

P (520) 296-1122  
www.thefiestagrill.com  
RESTAURANT - MEXICAN

### **Hampton Inn Tucson North**

P (520) 206-0602  
www.tucsonnorth.hamptoninn.com  
HOTELS AND/OR MOTELS

### **Midtown Mercantile Merchants, LLC**

P (520) 777-7275  
www.midtownmm.com  
ANTIQUES

### **Mobile Mini**

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www.mobilemini.com  
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### **MobileOne LLC**

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www.mobileonellc.com  
CELLULAR & WIRELESS PHONES AND  
SERVICE

### **The Fountains at La Cholla**

P (520) 777-1413  
RETIREMENT & LIFE CARE COMMUNITIES &  
HOMES

### **Thin Ice, Inc.**

P (520) 344-2423  
www.ThinIceSpa.com  
WEIGHT CONTROL

### **T-Mobile**

Broadway/Park Place  
P (520) 790-5593  
www.mobileonellc.com  
CELLULAR & WIRELESS PHONES AND  
SERVICE

### **T-Mobile**

La Cholla/Magee  
P (520) 297-3231  
www.mobileonellc.com  
CELLULAR & WIRELESS PHONES AND  
SERVICE

## March

### **T-Mobile**

Oracle/Wetmore  
P (520) 888-3506  
www.mobileonellc.com  
CELLULAR & WIRELESS PHONES AND SERVICE

### **T-Mobile**

Silverbell/Speedway  
P (520) 288-8589  
www.mobileonellc.com  
CELLULAR & WIRELESS PHONES AND SERVICE

### **T-Mobile**

Oracle/1st Ave  
P (520) 209-2715  
www.mobileonellc.com  
CELLULAR & WIRELESS PHONES AND SERVICE

### **Treehouse Apartments**

P (520) 495-0434  
www.mytreehouselife.com  
APARTMENTS AND/OR CONDOMINIUMS

### **Victory Mortgage**

P (520) 447-8770  
www.victorymortgagelending.com  
MORTGAGES AND/OR CONTRACTS

### **Watermark Retirement Communities**

P (520) 797-4000  
www.watermarkcommunities.com  
RETIREMENT & LIFE CARE COMMUNITIES & HOMES  
HEALTHCARE AND/OR MEDICAL SERVICES

### **Business Development Finance Corporation**

P (520) 623-3377  
www.bdfc.com  
FINANCING

### **Chick-fil-A**

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www.cfarestaurant.com/tanqueverde  
RESTAURANT - CHICKEN

### **Jason's Deli**

Broadway/Wilmot  
P (520) 790-7000  
www.jasonsdeli.com/restaurants/az/tucson/sewell-deli  
CATERERS

### **Jason's Deli**

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

### **Kelly Melsted Coaching**

P (928) 607-0606  
www.kellymelsted.com  
COACHING

### **Paychex**

P (520) 514-1600  
www.paychex.com  
PAYROLL SERVICES

### **Sharp Business Systems**

P (520) 770-9700  
tucson.sharp-sbs.com  
COPIERS AND SUPPLIES

### **Skyline Country Club**

P (520) 299-1111  
www.skylinecountryclub.com  
GOLF COURSES

### **Smith Advisory Partners**

P (520) 609-5193  
www.legacybyyourdesign.com  
COACHING

### **Southern Arizona AIDS Foundation**

P (520) 628-7223  
www.saaf.org  
ORGANIZATIONS AND/OR ASSOCIATIONS

### **Tierra Antigua Realty**

P (520) 544-2335  
REAL ESTATE SERVICES

### **Tucson Concussion Center**

P (520) 620-9200  
www.tucsonconcussioncenter.com  
HEALTH CARE AND/OR MEDICAL SERVICES

### **Tucson Fire Fighters Association, Local 479**

P (520) 481-2554  
www.tucsonfirefighters.org  
ORGANIZATIONS AND/OR ASSOCIATIONS

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# Member Anniversaries

## MAY

### 46 YEARS

Finley Distributing Co.

### 45 YEARS

Patio Pools & Spas

### 38 YEARS

Tucson Symphony Orchestra  
University of Phoenix -  
Southern Arizona Campus

### 34 YEARS

Tucson Mall/General Growth

### 33 YEARS

Elliott Accounting

### 32 YEARS

ITT Technical Institute  
Park Place Management  
Office

### 31 YEARS

Industrial Tool, Die &  
Engineering, Inc.  
Williams & Associates

### 27 YEARS

M3 Engineering & Technology  
Corporation  
Walmart Store  
Wetmore/1st Ave  
Speedway/Kolb

### 26 YEARS

Diamond Ventures

### 25 YEARS

Apache Business Systems

### 23 YEARS

Arjencia Water  
Dependable Health Services  
Spectrum Printing Company

### 21 YEARS

Tuller Trophy Factory  
Varsity Clubs of America

### 19 YEARS

A V Innovations, Inc.  
Automated Presort Services  
DES - Employment Service

### 17 YEARS

Hikdan Business Park  
Norville Investments  
Title Security Agency

### 15 YEARS

Ace Hardware  
Oracle/Orange Grove  
Sunrise/Swan

### 14 YEARS

Tuhavi Corporation

### 13 YEARS

Cox Business Services  
Jim Click Chrysler Jeep  
Jim Click Dodge  
Jim Click Ford Hyundai Green  
Valley  
Jim Click Hyundai (Auto Mall)  
Jim Click Hyundai (Eastside)  
Jim Click Mazda (Auto Mall)

### 11 YEARS

Bidegain Realty, Inc.  
Curves Cabaret  
Lodge on the Desert  
The Academy of Tucson  
U.S. Bank

### 10 YEARS

Carrabba's Italian Grill  
The Home Depot

### 9 YEARS

Desert Sports & Fitness  
Recyco, Inc.  
Snap Fitness 24/7  
Union Pacific Railroad

### 8 YEARS

Northwestern Mutual -  
Tucson  
Sullivan's Steakhouse

### 7 YEARS

Sims Recycling Solutions

### 6 YEARS

Canyon Community Bank  
IT Partners

### 5 YEARS

Better Business Bureau of  
Southern Arizona  
Creative Awards  
Girl Scouts of Southern  
Arizona  
The Maids

### 4 YEARS

Arizona Food Marketing  
Alliance  
First Command Financial  
Services  
Walmart Supercenter  
Cortaro/I-10

### 3 YEARS

Bolchalk Frey Marketing,  
Advertising and Public  
Relations  
Conrad Plimpton  
Elmcroft of River Centre  
Senior Living Community  
National Bank of Arizona  
La Cholla/River  
Stone/Alameda  
River/Campbell  
Oracle/Magee  
Wilmot/Broadway  
Sinfonia HealthCare Corp  
Texas Instruments

### 2 YEARS

American National Insurance  
Atlas Copco - Mining, Rock  
Excavation & Construction  
Behavioral Awareness Center  
CFS Metals Recycling  
QuikTrip  
Siemens Industry, Inc.  
Sunland Asphalt

### 1 YEAR

Action Imaging Group  
Buffalo Wild Wings  
Chicanos Por La Causa, Inc.  
Desert Rose Tax & Accounting  
Green Valley Recreation  
Center  
Guild Mortgage  
Kachina Sign Center  
LeCroy & Milligan Associates,  
Inc.  
Leukemia & Lymphoma  
Society  
Marana Mortuary Cemetery  
Pima Heart Physicians, P.C.  
River/Campbell  
Tangerine/Oracle  
Thacher/14th  
Camp Lowell/Swan  
Rita/Nexus  
Morley/Patagonia  
Camino Real/Fry  
Orange Grove/La Cholla  
Silverbell/St. Mary's  
La Canada/Duval Mine  
Ocotillo/4th  
Pan American/11th  
Campbell/Prince  
Regus  
Susan G. Komen Arizona  
Tanque Verde Unified School  
District  
Tucson Estate Liquidations

## APRIL

### 50 YEARS

Lovitt & Touche', Inc.

### 44 YEARS

Lennar

### 40 YEARS

Apperson Plumbing Service

### 38 YEARS

DoubleTree by Hilton

### 37 YEARS

Clear Channel Outdoor, Inc.  
GLHN Architects & Engineers,  
Inc.  
Volvo of Tucson

### 35 YEARS

Blue Cross Blue Shield of  
Arizona

### 33 YEARS

National Auto Glass of Tucson

### 32 YEARS

Loews Ventana Canyon

### 31 YEARS

Cushman & Wakefield | PICOR

### 30 YEARS

Tucson College

### 29 YEARS

Ursula Yunger, Life Member  
Viscount Suite Hotel

### 26 YEARS

Carrington College  
Jim Click Mazda (Eastside)  
Peter Piper Pizza  
Silverbell/Speedway  
22nd/Alvernon  
Ina/Thornyardale  
Valencia/12th Ave

### 24 YEARS

FCC Tucson  
Sturgeon Electric Company,  
Inc.  
Trails West Manufactured  
Home Park  
YMCA of Southern AZ

### 23 YEARS

Gospel Rescue Mission, Inc.  
W.G. Valenzuela Drywall &  
Paint, Inc.

### 22 YEARS

eegee's Restaurants &  
Catering

### 20 YEARS

Holualoa Companies

### 18 YEARS

Afni, Inc.  
Concord Companies, Inc.  
Southern Arizona Leadership  
Council  
TRS Custom Builders, Inc.

### 17 YEARS

The Salvation Army

### 16 YEARS

Teen Challenge of Arizona,  
Inc.  
Walbro LLC

### 15 YEARS

Goodwill Industries of  
Southern Arizona, Inc.

### 13 YEARS

Community Foundation for  
Southern Arizona  
Hallmark Business  
Consultants, Inc.  
Split Engineering, LLC

### 11 YEARS

Old Tucson

### 10 YEARS

The Hungry Fox Restaurant &  
Country Store

### 9 YEARS

Desert Diamond Casino -  
Sahuarita  
Jan-Pro Cleaning Systems of  
Tucson

### 8 YEARS

Arizona Capitol Times  
FastPark  
International Rescue  
Committee

### 7 YEARS

Target.com  
The Art Institute of Tucson  
Tucson Electrical Joint  
Apprenticeship & Training  
Program

### 6 YEARS

Express-IT Company, Inc.

### 4 YEARS

Strategy1  
The Clements Agency, LLC

### 3 YEARS

JobPath, Inc.  
Kinder Morgan  
Mesch, Clark & Rothschild, P.C.  
USO Arizona





## MARCH

### 2 YEARS

American Fire Equipment  
Sales and Service  
Corporation  
Arizona Center for Innovation  
Hi Fi Kitchen & Cocktails  
La Quinta Inn & Suites Tucson  
Reid Park  
Morgan Stanley  
Tucson Federal Credit Union  
Rancho Sahuarita/  
Sahuarita  
Speedway/Alvernon  
Thornsdale/Tangerine  
22nd/Sarnoff  
Speedway/Silverbell  
Oracle/Ina  
Mission/Ajo  
Tucson Local Media  
UHS of Tucson, LLC dba Palo  
Verde Behavioral Health  
Valentine and Valentine, P.C.

### 1 YEAR

Alltech Solutions, Inc.  
Amanda Skaff LLC  
Aztera  
Cenpatico  
Cypress Civil Development  
El Con Health and Wellness  
Horizon Moving Systems of  
Arizona  
Horizon Moving Systems of  
Sierra Vista  
Imprints Label & Decal  
Inline Electrical Resources  
Juniper Canyon  
Merchant's Services, LLC  
My Property Clean  
Native Grill and Wings  
Republic Services of Arizona  
Rich Ferreira Insurance  
Agency  
Safelite AutoGlass  
Sam's Place  
The Colton Company  
Walmart Neighborhood  
Market  
Kolb/Golf Links

### 51 YEARS

Watson Chevrolet & Infiniti of  
Tucson

### 50 YEARS

Superior Steel Supply

### 47 YEARS

Pizza Hut of Arizona, Inc.

### 43 YEARS

CSL Plasma

### 41 YEARS

Miles Label Co., Inc.

### 33 YEARS

Honeywell

### 32 YEARS

The Westin La Paloma Resort  
& Spa

### 29 YEARS

AAA Landscape  
ARCADIS U.S., Inc.

### 28 YEARS

Sparkle Cleaners, Inc.

### 27 YEARS

Western Water Technologies,  
Inc.

### 26 YEARS

Jim Click Nissan

### 24 YEARS

Arizona Pest Control Co.  
Homewood Suites Tucson/St.  
Philip's Plaza

### 23 YEARS

Sam's Club

### 22 YEARS

APL Properties, LLC  
KingFisher Bar & Grill

### 21 YEARS

Busy D Pumping  
El Minuto Cafe  
General Air Control, Inc.  
MAS Real Estate Services  
Southern Arizona VA Health  
Care System

### 19 YEARS

Bank of the West  
Oracle/Ina  
BBSI  
Pioneer Equipment, Inc.

### 17 YEARS

DK Advocates, Inc.  
Employment Hotline  
Pepper-Viner Companies

### 16 YEARS

Materion Ceramics, Inc.

### 15 YEARS

Au-Tomotive Gold, Inc.  
Chapman Automotive Group  
Good Law, PC  
KOLD TV

### 14 YEARS

Frog & Firkin

### 13 YEARS

Comfort Suites at Sabino  
Canyon  
Total Transit  
Town West Realty, Inc.

### 10 YEARS

Wood, Patel & Associates, Inc.  
Xcel Delivery Services

### 9 YEARS

Bank of the West  
Saddlebrook/Border  
Rancho Vistoso/Sun City  
Swan/Camp Lowell  
Beacon Group SW, Inc.  
Retirement Navigators, Inc.

### 7 YEARS

Desert Diamond Casino Hotel  
- Tucson

### 6 YEARS

Distinctive Carpets, Inc.  
Good Ole Tom's Tucson

### 4 YEARS

Law Office of Robert Fee  
St. Luke's Home  
Tanque Verde Audiology, Inc.  
The Place at Canyon Ridge  
Tiffany & Co.  
TownePlace Suites by  
Marriott Tucson Airport  
TownePlace Suites Tucson  
Williams Centre

### 3 YEARS

7A Budget Mini Storage  
Civic Orchestra of Tucson  
DoubleTree Suites by Hilton  
Tucson Airport  
Grand Canyon University  
Hampton Inn & Suites Tucson  
Mall  
Pima Medical Institute  
TCI Wealth Advisors, Inc.  
Wolf & Sultan P.C.

### 2 YEARS

Blue Agave Apartments  
DemetRx Pharmaceuticals  
Dozor Enterprises, Inc.  
El Dorado Audiology, Inc.  
GlycoSurf  
H & R Block  
Parties Plus Tucson, LLC  
Rain Bird Corporation  
RallyUP.com  
Sahuaro Trophy  
Trailblazer Advisors  
Universal Bio Mining  
University of Arizona IMG  
Sports Marketing

### 1 YEAR

Charitable Donations USA,  
Inc.  
Elitise  
Garmin International, Inc.  
Penasco Del Sol Hotel and  
Conference Center  
Rustand Allstate Agency  
The Lodge at Ventana Canyon  
Golf & Racquet Club



### ABRACADABRA RESTORATION

4814 N. Shamrock Pl. • 520.325.3031

*Abracadabra Restoration wants to thank you for allowing them to restore your homes, businesses and lives for 35 years.*



### BLAKE'S LOTABURGER

2810 E. Speedway Blvd.

*Blake's Lotaburger, the rapidly growing New Mexico-based, family owned restaurant chain known for its "World's Best Green Chile Cheeseburger" awarded by National Geographic, has opened its first Arizona location at 2810 East Speedway. Open at 6 a.m. for breakfast and closing at 10 p.m. - Blake's Lotaburger has 75 locations in NM and three in El Paso. A second Tucson location at 1600 West Valencia also opened at the end of May.*



### CAPITAL CONNECT, INC.

6400 E. Grant Rd. #270 • 520.209.2525

*Licensed in fourteen states, Tucson-based Capital Connect, Inc. is a nationally recognized leader in residential and commercial security, having designed and installed more than 35,000 systems since 2008. In addition to interactive security and monitoring, their systems offer home automation, remote control and energy management services.*



### CHICK-FIL-A

6675 E. Grant Rd. • 520.305.4407

*Marking the opening of the 2016th Chick-fil-A, Operator Dave Carrell cuts the ribbon with his wife, Lola, three children, Sarah, Rachel, and Jacob and father in law, Bob Ferretti by his side! Dave and his family are looking forward to serving you!*



### CORNERSTONE HOME LENDING

5210 E. Williams Circle #700 • 520.809.9000

*Since 1988, Cornerstone Home Lending, Inc. has made a positive difference in people's lives. The Top 30 National Lender now offers Tucson simply remarkable financing services, led by the local lending team of Courtney Walker, Steve Walker, Steve Lemmons, Olivia Culver, Manda Kueffer, Angelina Osborne, Chris Webb and Stephanie Dietzman.*





### KATY'S CACHE'

505 W. Miracle Mile #5 • 520.705.5901

Katy's Cache gives the customer a most unique clothing store experience by creating hand-made, readymade, and custom fit clothing for all sizes and ages. Alterations, re-creations and re-purposing, too.



### MAXIMUM IMPACT PHYSICAL THERAPY

6970 N. Oracle Road #130 • 520.219.1512

Maximum Impact Physical Therapy celebrated 10 years of serving the local community, helping thousands through advanced hands on physical therapy care. Maximum Impacts goal is to continue to transform lives by reducing pain, restoring function, and returning people to the quality of life that they deserve.



### MAXIMUM IMPACT PHYSICAL THERAPY SERVICES

1590 W. Commerce Court • 520.573.1443

Maximum Impact Physical Therapy celebrated 10 years of serving the local community, helping thousands through advanced hands on physical therapy care. Maximum Impacts goal is to continue to transform lives by reducing pain, restoring function, and returning people to the quality of life that they deserve.



### MED-TECH, TOOLS FOR MATURE LIVING

5536 E. Grant Rd. • 520.290.0337

Med-Tech has been serving Tucson's community for more than a decade. They carry the city's widest selection of home medical equipment and supplies, in a large showroom where you can browse to your heart's content. If you're in the neighborhood, come by and take a look for yourself. There's a very good chance you'll find a tool for mature living that you can't live without.



### MIDTOWN MERCANTILE MERCHANTS

4443 E. Speedway Blvd. • 520.777.7275

Their new Antique and Vintage Mall is a unique and exciting concept in antique malls. An eclectic mix of dealers will sell various antiques, vintage, salvage, mid-century items, art work, furniture, industrial and far too many collectibles to mention!





### ONEAZ CREDIT UNION

1001 N. Park Ave. • 520.784.5122

As part of its continued 65-year legacy of improving the lives of members, associates and communities, Arizona State Credit Union changed its name to OneAZ Credit Union and will give nonprofits a chance to vie for \$2,500 impact grants. To apply, visit [oneazcu.com/foundation](http://oneazcu.com/foundation).



### SAFEGUARD

5656 E. Grant Rd. #100 • 520.721.9644

Safeguard is excited to have expanded into this office to provide a new client experience in their promo showroom. They would love to set up a time to show you all of the newest ideas for marketing your business. Please give them a call to schedule a meeting today. Ben Korn, your strategic partner for targeted marketing and printing solutions!



### THIN ICE SPA

2830 N. Swan Rd. #160 • 520.344.2423

Thin Ice is Tucson's only Coolsculpting Spa that focuses solely on non-surgical fat removal. Their mission is to provide a service to people that will help them look and feel better about their bodies while providing an experience that leaves their clients feeling pampered and well taken care of. They are excited to be a new local business in Tucson and very much look forward to working with the community.



### TIERRA ANTIGUA REALTY

216 E. Congress St. • 520.428.3338

Tierra Antigua Realty celebrated the grand re-opening of its downtown Tucson office location on March 18. After the renovations, this office now provides a luxurious space for agents and their clients to meet. Tierra Antigua is Southern Arizona's largest locally-owned real estate company and has six convenient locations throughout Tucson, Green Valley and Sierra Vista.



### TREEHOUSE APARTMENTS

3636 N. Campbell Ave. • 520.495.0434

Located near U of A at Campbell and Prince, Treehouse Apartments offers studio, one and two bedroom living spaces, opulent finishes and state-of-the-art systems. The complex underwent a \$7.2 Million renovation that now offers a community and resort lifestyle atmosphere.



### TUCSON CONCUSSION CENTER

5199 E. Farness Dr. #101 • 520.620.9200

The Tucson Concussion Center's "Under One Roof" platform is the first of its kind in Southern Arizona addressing the unmet need for efficient multidisciplinary assessment, diagnosis and comprehensive treatment of head injuries. TCC's programs emphasize community awareness, demographic specific prevention, education and state of the art baseline tests and assessment.





# UPCOMING EVENTS

Visit the event calendar at [TucsonChamber.org](http://TucsonChamber.org)  
for more information and to register.



## **July 19**

Chamber XChange  
Illegal Pete's  
876 E. University Blvd.

## **July 22**

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

## **July 28**

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

## **August 25**

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

## **September 9**

Copper Cactus Awards  
Casino Del Sol Resort  
5655 W. Valencia Rd.

## **October 28**

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



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



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METRO  
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