



2007

Business Advocacy Agenda



**We Fight the Good Fight
For Business**

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www.FlagstaffChamber.com
www.ActforFlagstaff.com

January 2007

To Those Interested in the Promotion of Business:

The Flagstaff Chamber of Commerce represents more than 1,200 northern Arizona businesses. We advocate for pro-business issues and against anti-business legislation at all levels of government. This advocacy allows the Chamber to create a positive economic impact on Flagstaff and northern Arizona.

Our full-time Vice-President of Government Affairs actively promotes and lobbies elected officials and their staffs on our policy decisions at the direction of the Flagstaff Chamber Board of Directors. As President and CEO, I also participate in the lobbying effort, and together our team encourages Chamber members to advocate for business, as well.

Public policy development by the Chamber often starts with our members. As we hear of issues and opportunities that could impact the business community either positively or negatively, the Chamber Government Affairs staff develops positions. These positions are eventually adopted by the Chamber's nineteen-member Board of Directors. Representing many different aspects of the business community, Board Members take their work seriously, and provide careful thought and consideration to every Chamber action and program.

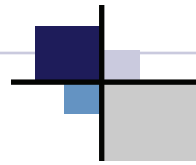
We have designed this publication to provide our members and our elected officials with a comprehensive list of public policies endorsed by the Chamber's Board.

Sincerely,



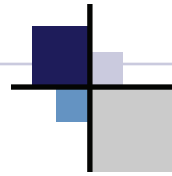
Julie Pastrick
President/CEO
Flagstaff Chamber of Commerce

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Business Advocacy Agenda



Fighting the Good Fight for Business

The 2007 Flagstaff Chamber of Commerce Business Advocacy Agenda lies ahead in the next few pages of this document. The Advocacy Agenda has been crafted to offer pro-business positions on specific local, state and federal issues subject to current public discussion or debate.

Additionally, this Advocacy Agenda includes broader, pro-business themes that Flagstaff Chamber of Commerce staff offer daily to the public debate. We often use these themes as guiding tools to determine positions on more specific issues.

The Advocacy Agenda in this publication is not a comprehensive list of positions for the Flagstaff Chamber of Commerce. The Chamber could hold more positions than are listed here. For a more detailed list of Chamber positions on issues, please visit www.flagstaffchamber.com.

PRIORITIES for Business in 2007

1. Accelerate Highway Funding and Construction on Interstate 17 from Loop 101 to Black Canyon City
2. Continue Work with Private Sector to Identify and Implement Solutions on Local Housing Issues Facing the Flagstaff Business Community
3. Address Downtown Flagstaff Parking Related Solutions
4. Raise BizPAC Funds for the 2008 Flagstaff City Election
5. Reform State Worker's Compensation Insurance
6. Rein in Escalating Health Care Costs
7. Federal Immigration Reform that Includes Border Security and a Guest Worker Program
8. Accelerate Business Property Tax Relief Legislation of 2005

Economic Development

The long-term stability of the local, state, and regional economies depends on a successful program that encourages business development and retention. A successful business climate is a direct result of a competitive business climate. In 2006, The Flagstaff Chamber launched its own

economic development initiative, “Buy, Dine, Stay in Flagstaff,” our shop local campaign. Through “Buy, Dine, Stay,” we encourage the retention of local dollars via retail shopping. In turn, tax revenues generated from local spending support public services such as police/fire protection, parks and libraries. Additionally, our Chamber supports:

- Efforts to expand economic growth, while promoting good stewardship of our land and resources.
- Job training and workforce development incentives, including financial support from government entities with priority funding for job training and workforce development of the Arizona workforce.
- Economic development and redevelopment incentives that promote retention and creation of quality jobs.
- Collaboration with the Arizona Department of Commerce and Greater Flagstaff Economic Council as the state and local economic development agencies, respectively.
- Initiatives that enhance and extend the life of enterprise zones and other economic development credits such as income tax or premium tax credits, or property tax reductions.
- Continued expansion and improvements of the Flagstaff Mall, which strengthens and enlarges a vital commerce center and contributes to the growth of retail spending in Flagstaff.
- Projects that help to revitalize the downtown area, a core asset to the definition of our community.
- Federal funding for the Rio de Flag flood control project and the opportunities this specific capital improvement project brings for further downtown redevelopment.
- Continued work on the conference center at NAU and capital improvements that facilitate completion.
- The proposed expansion of the Arizona Snowbowl and the proposed use of City of Flagstaff reclaimed water for snowmaking.
- Subcontracting appropriate public services to private industry in an effort to reduce expenditures and avoid unfair competition with the private sector.
- Additional funding for the Arizona Office of Tourism and Flagstaff Convention and Visitors Bureau, acknowledging that dollars invested in



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tourism promotion return on a 7:1 ratio from increased tax revenues.

- Protection of private property rights, understanding that political subdivisions can and may exercise state or local takings and regulatory authority, both of which should be used sparingly and according to law.

Technology

The Chamber has actively supported the expansion of the Translational Genomics Institute (T-Gen) into Flagstaff known as T-Gen North. Under the direction of nationally acclaimed scientists, Dr. Jeff Trent and Dr. Paul Keim, T-Gen will put us another step further towards increasing jobs, tax revenues, research funds and other jobs, grants and revenues generated by related industries. Additionally, the Chamber supports:

- Efforts to grow and expand T-Gen North and to locate more technology-oriented businesses in our City, including biotechnology research to Arizona.
- The expansion of broadband access into our community that will be used to enhance the communication capabilities of existing businesses and act as a recruitment tool for prospective businesses.
- Increasing public awareness of the value and needs of high technology industries, including the importance of a highly skilled workforce.

Taxation and Tax Relief

The Chamber supports a tax system that is fair, consistent and equitable, promotes economic development and improves the quality of life for all Arizonans. We work with task forces, committees and interest groups to review current tax and fee structures and make recommendations in the interest of the business community. The Chamber also:

- Supports making permanent the three year suspension of the state equalization assistance property tax rate (2006-2008). Permanent removal provides substantial tax relief without reducing school districts funding.
- Opposes legislation that would expand the sales tax base to include activities currently not taxable in Arizona or in other states.
- Supports increasing the business personal property tax threshold to

\$150,000 per business location.

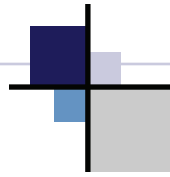
- Opposes legislation that would rescind exemptions that might harm Arizona businesses. Some Arizona businesses receive tax exemptions to stimulate and encourage growth and expansion. Rescinding exemptions should be weighed carefully to determine their effect on business growth.
- Supports legislation creating an option for businesses engaged in multi-state commerce to choose a single sales factor method for payment of the Arizona corporate income tax. The current formula acts as a disincentive for multi-state businesses to locate jobs within Arizona.
- Opposes internet sales taxation in Arizona and nationally.
- Supports reducing the corporate income, insurance premium and personal income tax rates.
- Supports simplifying the federal and state income tax structures.
- Opposes the raising or creation of local fees that place an increased, undue financial burden on business.

Housing

The community discussion on affordable and workforce housing has grown over time as increases in Flagstaff housing prices have outpaced the growth of wages. The Chamber realizes the lack of affordable housing in Flagstaff adversely impacts businesses' ability to recruit and maintain qualified employees. The Chamber:

- Opposes attempts by the City of Flagstaff and Coconino County to raise or create new development fees on residential and commercial developers.
- Opposes the City of Flagstaff and/or Coconino County's efforts to build housing and/or create a solely operated public land trust.
- Supports and actively engages in efforts of community leaders who seek to form a land trust as a public-private partnership.
- Supports market based solutions that seek to significantly increase the availability of reasonably priced housing available to our workforce.
- Supports the work of BOTHANDS, Inc., and other private, non-profit organizations that help less fortunate individuals and families find affordable housing.
- Opposes impact fees and other government fees, which will increase

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the cost of housing.

- Supports encouraging the City to cut back on regulations and costs that further add to the cost of housing.

Education

Business cannot thrive without access to a qualified local workforce. In 2006, The Flagstaff Chamber of Commerce launched a program to match businesses with classrooms in order to discuss ethics in the workplace using the Character Counts model, and expose students to job opportunities in our community. The program has 18 area employers partnering with 18 classrooms. The Chamber also:

- Supports the economic viability of all our educational institutions including K-12, charter schools, Coconino Community College and Northern Arizona University.
- Opposes cutting appropriations to Arizona's institutions of higher learning or reductions in state funding for these institutions, particularly Northern Arizona University and Coconino Community College.
- Supports efficient uses of funding, and encourages Arizona educational institutions and political entities to examine funding of such institutions and identify avenues for cost effective uses and real dollar savings.
- Supports enhancing relationships between the education and business communities, working with youth organizations and other agencies to reduce crime rates and drug use and honoring those educational entities that excel within the community. Please ask about our Character Counts program.
- Supports education policies that promote academic achievement to develop a highly skilled workforce.
- Supports higher education, improving K-12 education, supporting research and development activities, supporting the efforts of the Arizona Department of Commerce and other entities to expand their job training programs, and encouraging the acquisition and effective use of technology in Arizona classrooms.

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- Supports retention of established state standards, appropriate testing and evaluation as a way to achieve greater accountability at all levels of education.
 - Supports fiscal responsibility by all public educational institutions who should keep the public informed of all financial matters.

Health Care

Arizona businesses provide one of the most valued and costly benefits when employers provide their employees health care insurance. The Chamber would like to see statewide access to high quality health care and reined-in escalating health care costs. The Chamber supports:

- Allowing businesses to join larger pools of employers to purchase health care insurance and other related benefits at reduced rates.
- Market-based solutions that reduce the large number of uninsured Arizonans and decrease the incidences of uncompensated care.
- Capping non-economic damages such as pain and suffering and limiting attorney's fees to provide the patient more of the award, while also protecting the patient's ability to recover medical costs and lost wages, thus reducing medical liability insurance costs.
- Continued funding for the development and implementation of Coconino Community College's Associate Degree Nursing Program designed to provide trained professionals in the field of nursing.
- Incentives to attract primary care physicians to Flagstaff.
- Increased reimbursements by insurance payers in rural communities to primary care physicians, including private insurers and Medicare and Medicaid.
- Continued progress towards establishing a continuum of care for public habitual intoxicants and illegal substance abusers in Flagstaff, including maintaining the newly founded alcohol and substance recovery program inside our County Jail that is funded by the 2006 voter-approved increase in the County's Jail Tax.

Transportation

2006 was a banner year for transportation issues affecting Flagstaff residents and those living in outlying communities. First, the City completed the 4th Street overpass, granting eastside traffic flow without an at grade train crossing. Second, the Country Club/89A/Route 66 interchange renovation and upgrade was started. Third, the State Legislature and



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Governor agreed on accelerated spending for transportation corridors in great need of increased lanes for capacity. The I-17 corridor in north Phoenix was targeted with some of the approved funds.

Additionally, the Flagstaff Pulliam Airport received full grant funding from ADOT and the FAA to complete a 1,000 plus foot runway extension to the existing runway. That project is in the design phase and is slated for completion in late 2007.

In October 2006, the Flagstaff Chamber of Commerce hosted a discussion with ADOT Director Victor Mendez, State Legislators and Respective Transportation Committee Chairmen Rep. Andy Biggs and Senator Thayer Verschoor, as well as noted Arizona economist Elliot Pollack on the topic of improving transportation for northern Arizona residents and businesses. The Transportation Summit was held at NAU and well attended by influential business leaders and elected officials from our community. The Chamber also:

- Supports efforts to secure continued funding for major roadways in the Greater Flagstaff area such as the East Flagstaff traffic interchange, the Pulliam Airport exit, traffic flow improvement projects on Milton and Humphreys, and other primary traffic corridors that will enhance economic development and preserve existing businesses.
- Supports equitable treatment with Phoenix, Tucson and other metro areas for state transportation dollars.
- Supports accelerated funding for highway construction dollars and accelerated construction on widening the I-17 corridor in north Phoenix between loop 101 and Black Canyon City.
- Supports continued improvements, expansions and procurement of land via the now approved Yavapai Land Exchange or other means that secures the Pulliam Airport as an aviation hub for Flagstaff, provides for future growth, and protects the airport against possible encroachment.
- Supports further exploration of the use of express rail from Williams to the Grand Canyon, understanding the need to preserve our tourism base to the Grand Canyon while also providing an alternative to traditional single passenger automobile transportation to the park.

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- Supports Amtrak's Chicago to Los Angeles route and recognizes the importance of rail as an alternative mode of transportation through northern Arizona. Flagstaff is one of the largest passenger stops along this route and we support continuation of the line and preservation of the Flagstaff stop.
 - Supports exploring the idea of mitigating train horn noise entirely and recognizes that the train running through downtown with at-grade crossings is an impediment to local business and divides the downtown community. The need to explore a joint public-private venture similar to the RETRAC project recently completed in Reno, NV, has never been more relevant. All aspects of either raising or lowering the train as it sits in its current route should be explored as part of Flagstaff's downtown redevelopment efforts.
 - Supports efforts to complete Flagstaff Pulliam Airport's runway extension, improve existing service and add a second commercial carrier.

Water and Natural Resources

The Chamber supports policies that promote a growing economy while being good stewards of water, state trust lands, forests, minerals, wildlife and other natural resources. We believe that being good stewards of our natural resources requires us to actively manage those resources. The Chamber also:

- Supports improving the health of our forests and communities by implementing sound forest thinning policies based on science.
- Supports permitting long-term logging contracts on our National Forests to remove fire-prone small diameter trees.
- Supports furthering the development of mining, agriculture, ranching, timber and biomass energy in order for these industries to continue providing quality job opportunities throughout Arizona.
- Support Arizona's water rights in the Colorado River and elsewhere.
- Opposes decommissioning of Glen Canyon Dam and draining Lake Powell
- Supports sensible water conservation policies to protect Arizona's precious water supply.
- Supports reasonable efforts by the City of Flagstaff that do not increase business or development costs to increase the City's water supply.



Political Advocacy

The business community must play an active role in government and the political process so that our opinions and issues are recognized and supported by elected officials and their staff.

We continually work to increase member participation and expertise regarding the political process and elections. Member participation is a critical tool in our lobbying effort. We realize, however, many members work full-time and rely on our Chamber staff to deliver the pro-business message to government.

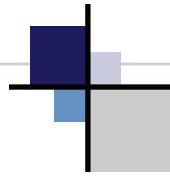
How does the Chamber's Government Affairs staff work for you?

- We regularly attend City Council and County Supervisor meetings and other government agency meetings with agendas that affect our business community.
- We attend hearings on state legislation at the Capitol in Phoenix.
- We offer comment in the Arizona House and Senate on issues important to the Flagstaff business community.
- We communicate directly with our Arizona Congressional delegation on federal issues important to local business.

The Chamber encourages all levels of government to promote a fiscally sound tax, trade and regulatory environment that contributes to the continued growth of commerce in Flagstaff and the state of Arizona. We feel strongly that governments should do few things, and oppose public sector competition with the private sector in areas outside those few services government should provide, primarily infrastructure and public safety. The Chamber supports requiring government bodies to perform an economic impact assessment study prior to enacting legislation that mandates a cost liability to the private sector. The Chamber also:

- Identifies candidates for local, state and federal offices that support our pro-business philosophy
- Informs our members about these candidates and increased our efforts to provide voter information for local and state elective offices through newsletter articles, e-mails and www.ActforFlagstaff.com.
- Endorses candidates for elected office that best support the goals of the business community
- Tracks voting records of incumbent candidates, specifically their support or opposition of business issues important to the Chamber, and provides their voting records to our members.

BizPAC, Financing Political Action



In 2005, the Flagstaff Chamber formed BizPAC, an independent, pro-business political action committee designed to raise and spend money on behalf of candidates and propositions at the local level that affect the business community. BizPAC remains active today and has the simple goal of raising money to spend during the 2008 Flagstaff City Elections.

BizPAC accepts funds from pro-business individuals. BizPAC's funds are raised and spent independent of Chamber member dues and spent in accordance with the Chamber's mission to promote business.

BizPAC is supported by a volunteer finance committee comprised of local business leaders who agree to organize and host events that raise funds for the PAC.

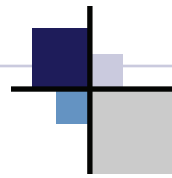
Additionally, BizPAC members can participate in candidate endorsement recommendations to the Chamber's Board of Directors and in candidate recruitment activities at all levels of government. BizPAC is also planning to host candidate training seminars for local office in the City of Flagstaff leading up to the 2008 City Elections.

BizPAC hosts quarterly fundraising events in the local community that range from informal breakfasts or meet and greets with prominent elected officials to formal mixers and receptions.

To find out how you can help influence and finance political action for business interests in our community contact the Flagstaff Chamber of Commerce and ask to join BizPAC. Your financial support goes a long way towards electing pro-business candidates at all levels of government.

The Flagstaff business community should be represented by those elected officials with the best interests of business in mind and are willing to help us achieve our agenda.

To host a BizPAC event contact the Flagstaff Chamber of Commerce. We appreciate your support for pro-business candidates. Electing pro-business candidates furthers our interests in government.



Log On, Sign Up, Learn Issues, Advocate

ActforFlagstaff.com is the Flagstaff Chamber's ever evolving legislative and political advocacy web tool that allows you to voice your opinion directly to your elected officials.

On key business issues, the Flagstaff Chamber of Commerce will identify the pro-business position and offer you an opportunity to help support business by speaking to our local, state and federal elected officials directly.

ActforFlagstaff.com is easy to use and offers direction on local and state issues, as well as issues being discussed at the federal level. The website includes links to the Arizona and Flagstaff Chambers' Business Advocacy Agendas for 2007.

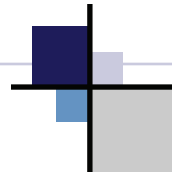
Log on today and read about important issues to business at all levels of government. Additionally, each Advocacy Agenda includes top priorities for the business community to achieve in the legislative cycle. You can become fully aware of what are the Flagstaff, Arizona and U.S. Chamber's priorities and track those priorities as each group utilizes their staff and resources to advocate for business.

Additionally, once you log on and register, you can receive important updates on legislative progress for the business community and be contacted directly when your help is needed to voice your vote to government for business.

ActforFlagstaff will also serve as a key information tool for the upcoming 2008 elections. With a presidential election year ahead of us, we will have the opportunity to learn about candidates from the top to bottom in government. Stay tuned to ActforFlagstaff to learn which candidates are the best for business.

Visit www.ActforFlagstaff.com and begin voicing your vote for business today!

Local Elected Officials



City of Flagstaff

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(928) 779-7691 (Opinion Hotline)
council@ci.flagstaff.az.us

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Candace Owens - (928) 779-6585

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Arizona State Officials

GOVERNOR JANET NAPOLITANO

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ARIZONA STATE LEGISLATURE

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District One

Ash Fork, Big Park, Camp Verde, Chino Valley, Clarkdale, Cornville, Cottonwood, Cottonwood-Verde Village, Dewey-Humboldt, Grand Canyon Village, Jerome, Lake Montezuma, Munds Park, Paulden, Prescott, Prescott Valley, Sedona, Seligman, Tusayan, Williams and Williamson.

The District also includes several communities that are part of the Greater Flagstaff Area but outside the city limits. These areas are: Kachina Village, Forest Highlands, Mountaineer, Doney Park, Cosnino, Pinewood, Timberline, Fernwood, Sunset Crater Estates and Baderville.

Senator Tom O'Halleran

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Representative Lucy Mason

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Representative Andy Tobin

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District Two

City of Flagstaff and the following Indian Nations: Navajo, Hopi, Zuni, Hualapai, and Havasupai.

Senator Albert Hale

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United States Congress



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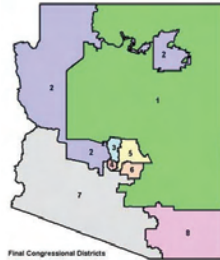
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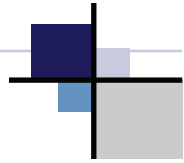
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“Far better it is to dare mighty things, to win glorious triumphs even though checkered by failure, than to rank with those timid spirits who neither enjoy nor suffer much because they live in the gray twilight that knows neither victory nor defeat.”

– President Theodore Roosevelt

Board of Directors



2007 Flagstaff Chamber Board

Joy Staveley, Chairman

Canyoneers, Inc.

David Evans, First Vice Chair

Continental Country Club

Blake Rolley, Second Vice Chair

First State Bank

Mike Loven, Third Vice Chair

Loven Contracting

Greg Sampson, Treasurer

Bank of America

Bill McGrath, Past Chairman

JCPenney

Steve Catanach

APS

Alice Gagnaire

Flagstaff Medical Center

Monika Leuenberger

Avenues of the World Travel

Dietrich Mayring

Little America

Sue George

Flagstaff Mall

Jayne Powell

Edward Jones Investments

William P. Ring

Land Use Law & Development

Don Rowley

Arizona Daily Sun

Jeff Ross

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Penny Trovillion

W.L. Gore

Gregg Westbrook

SCA Tissue

Gary Smith

UniSource Energy Services

Gary Seley

Flagstaff Honda

Ex-Officio Members

Carol Curtis

Director, Career Center for

Coconino County

Dr. Kevin Brown, Superintendent

Flagstaff Unified School District

(FUSD)

Dr. Thomas Jordan

Coconino Community College

(CCC)

Stephanie McKinney, President

Greater Flagstaff Economic Council

(GFEC)

M.J. McMahon, Executive Vice-President

Northern Arizona University

(NAU)

Scott Overton, City Council

City of Flagstaff



2007 Government Affairs Committee

Chairman: Kurt Davis - Hamilton, Gullett, Davis & Roman

Gary Ashley - First State Bank

Ralph Boyer - Marine League Charities

David Evans - Continental Country Club

Sue George - Flagstaff Mall

Cindy May - APS

Bruce Nordstrom - Nordstrom & Associates

Jean Richmond-Bowman - Northern Arizona Building Association (NABA)

Gary Seley - Flagstaff Honda

Gary Weisskopf - Black Barts Restaurant

Rob Wilson - Aspen Pro Media

Lance Wright - Coca Cola

2007 Community and Economic Development Committee

Chairman: William P. Ring - Land Advisors Law Firm

Steve Catanach - APS

Allen Ginsberg - The Ginsberg Group

Hilton Harris - Souris, Harris & Associates

Rick Krug - T.G. Carpet Cleaning and Restoration

LaVelle McCoy - McCoy Motors

Stephanie McKinney - Greater Flagstaff Economic Council

James Mehen - Home Loan Experts

Don Tomlinson - First State Bank

Jeff Vogt - First State Bank

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Publication of the Flagstaff Chamber of Commerce
2007 Business Advocacy Agenda made possible
through the support of Flagstaff Coca-Cola.

