

PHOENIX
BUSINESS JOURNAL

ARIZONA CORPORATE EXCELLENCE AWARDS 2016



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At CBRE, we are focused on transforming real estate into real advantage. We think of commercial real estate as “economic development in action.” In our work with corporations throughout Arizona and across the globe, my colleagues and I are tasked with helping clients implement business strategies on a daily basis. This gives us a unique perspective on leadership and operations, as well as the impact a company can have on its community. With that in mind, as Senior Managing Director and Arizona market leader, I’m thrilled the CBRE team was, once again, able to participate in this year’s *Arizona Corporate Excellence Awards*. ACE is about growth and economic sustainability; it’s about strong leadership and a commitment to excellence; and it’s about creating opportunity for our state. As we honor Arizona’s largest and fastest-growing private companies, I want to say thank you. Your commitment to Arizona is evident, and your success means success for your employees, their families and the communities in which they live and work. Congratulations to all the honorees and thank you, again, for your leadership.



Craig S. Henig

Craig S. Henig
Senior Managing Director
Arizona Market Leader | Designated Broker | CBRE



On behalf of all CliftonLarsonAllen Arizona Principals and employees, I would like to congratulate the 2016 ACE Award recipients. The ACE awards have been part of a tradition that showcases the successes as well as recognizes the importance of privately owned Arizona businesses. Over the years, we have noticed that ACE Award recipients have strong leadership, solid core values, and impeccable ethics – traits that are prevalent in great companies.

We have had the pleasure of meeting with you over the last several months and appreciate the time that was spent with us. We listened intently to the stories of each company’s histories and were amazed by the conversations with the individuals involved in your company’s leadership. We also enjoyed learning more about the mission, vision, and core values as well as the innovation that all helped fuel your companies’ growth and the growth of the Arizona economy. Your achievements over the past year have been truly remarkable. We look forward to seeing even more impressive results next year based on the conversations we had.

Since 2006, CliftonLarsonAllen has had the privilege of participating as one of the ACE Award sponsors. We are very proud of our affiliation and continue to be amazed at the success of the ACE companies and their respective leaders.

We thank you again for your participation in the 2016 ACE Awards. We wish you all the best of luck and look ahead to working with you during next year’s event.



Sincerely,
CliftonLarsonAllen LLP

Chad Kunze

Chad D. Kunze, CPA
Managing Principal



CliftonLarsonAllen

On behalf of everyone at UMB Bank, I would like to extend my most sincere congratulations to the companies nominated for the Phoenix Business Journal’s 2016 Arizona’s Corporate Excellence (ACE) Awards.

This well-deserved recognition speaks volumes of the motivation and drive for excellence shown by each of the nominated, privately-held companies. This recognition is impressive and clearly helps set an incredibly important standard in our community. Each and every nominee this year has more than earned this honor from the Arizona community and its peers.

Each of these successful businesses has shown their commitment to quality through a desire to increase the sense of community and knowledge-sharing among private companies in Arizona. For UMB, quality means doing what is right, not what is popular. This enduring value has lived in our products, services and associates for more than a century as we continue to build strong, long-term relationships with our customers and communities.

We are proud to continue to support programs like the ACE Awards which encourage and recognize excellence in business. And we are proud to support companies like those nominated for the 2016 ACE Awards that share our dedication to quality and are working to better the community we serve.

Please join me in congratulating all the nominees. We look forward to learning of your continued prosperity and efforts to further enrich our Arizona business community.

Best wishes,

James J. Patterson

Jim Patterson
CEO, UMB Arizona



Count on more.®

It is such an honor to be a part of the same thriving business community as those being honored with a *2016 Arizona Corporate Excellence Award*. These exciting and entrepreneurial honorees employ our families, friends and neighbors; provide outstanding goods and services to companies and individuals around the world; and continue to drive the economy where we all live, work and play. We, at Vaco Arizona, are so grateful to all of the honorees for their dedication to the place we all call home. Companies are being celebrated today, but it’s thousands of people that truly drive the success of these organizations. At Vaco Arizona, we know that people are the most critical drivers of a company’s growth. Having partnered with many of today’s honorees on critical projects and strategic talent acquisition engagements, we have had the sincere pleasure of helping them build out their teams. Whether placing a consultant on a short term project or finding a new chief of accounting, getting to contribute to the growth of our community’s biggest companies is an honor.

As the Phoenix business community continues to grow, Vaco is pleased to offer strategic solutions on a critical project or on a consulting, contract-to-hire or permanent basis. As a proud sponsor of today’s event, we would like to thank all of the honorees for their contributions to the Phoenix business community and extend huge congratulations on a well-deserved honor.

Best,



Mike Green

Mike Green
Partner, Vaco



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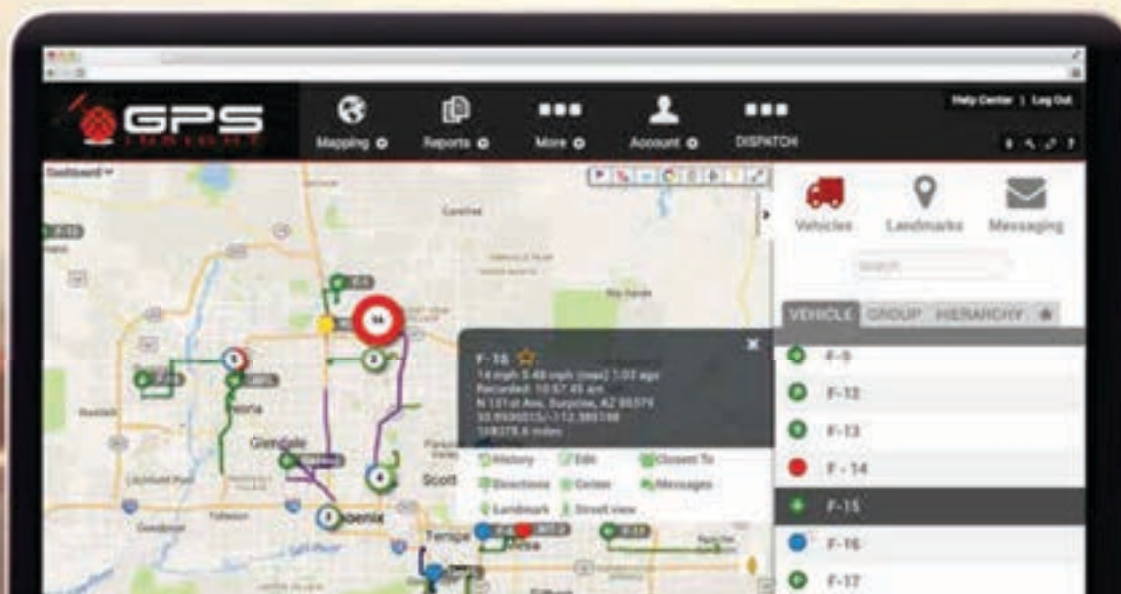
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FILE PHOTO

A Suntec Concrete worker checks the forms that will hold a section of roadway. The company is one of the larger private firms in the region.

ARIZONA GOING PRIVATE

THE VALLEY MAY LACK PUBLIC COMPANIES,
BUT IT'S PRIVATE BUSINESSES ARE BOOMING

BY ALEXA D'ANGELO
adangelo@bizjournals.com
602-308-6520

The Phoenix region always has struggled in attracting and retaining public companies, but it has a plethora of private businesses that can hold their own against public firms in terms of revenue, income and employment.

Private companies such as Discount Tire Co., StandardAero and others are considered legacy companies and are an integral part of Arizona's economy, providing both jobs and millions of dollars in economic impact, said Chris Camacho, CEO of the Greater Phoenix Economic Council.

"Discount Tire offers a lot of jobs on both the corporate and the retail sides," Camacho said. "This is a company that has a lot of retail shops – which is great for the smaller, local economies."

Discount Tire, which has more than 900 stores across 31 states, has made founder and local resident Bruce Halle a billionaire. The company employs more than 2,000 people in Arizona and more than 18,000 company-wide.

The tire company consistently has topped the *Phoenix Business Journal's* list of private companies in the Valley, bringing in the most annual revenue, at \$4.2 billion, significantly more than



Chris
Camacho

any other private company in Phoenix.

They aren't the only billion-dollar private company in Arizona as three other companies on the list top that mark and one, Sundt Construction, is within striking distance.

Brian Sherman, senior vice president of business development at the Arizona Commerce Authority, said the substantial revenue of Discount Tire comes more from the business being headquartered in Phoenix compared with multiple retail locations.

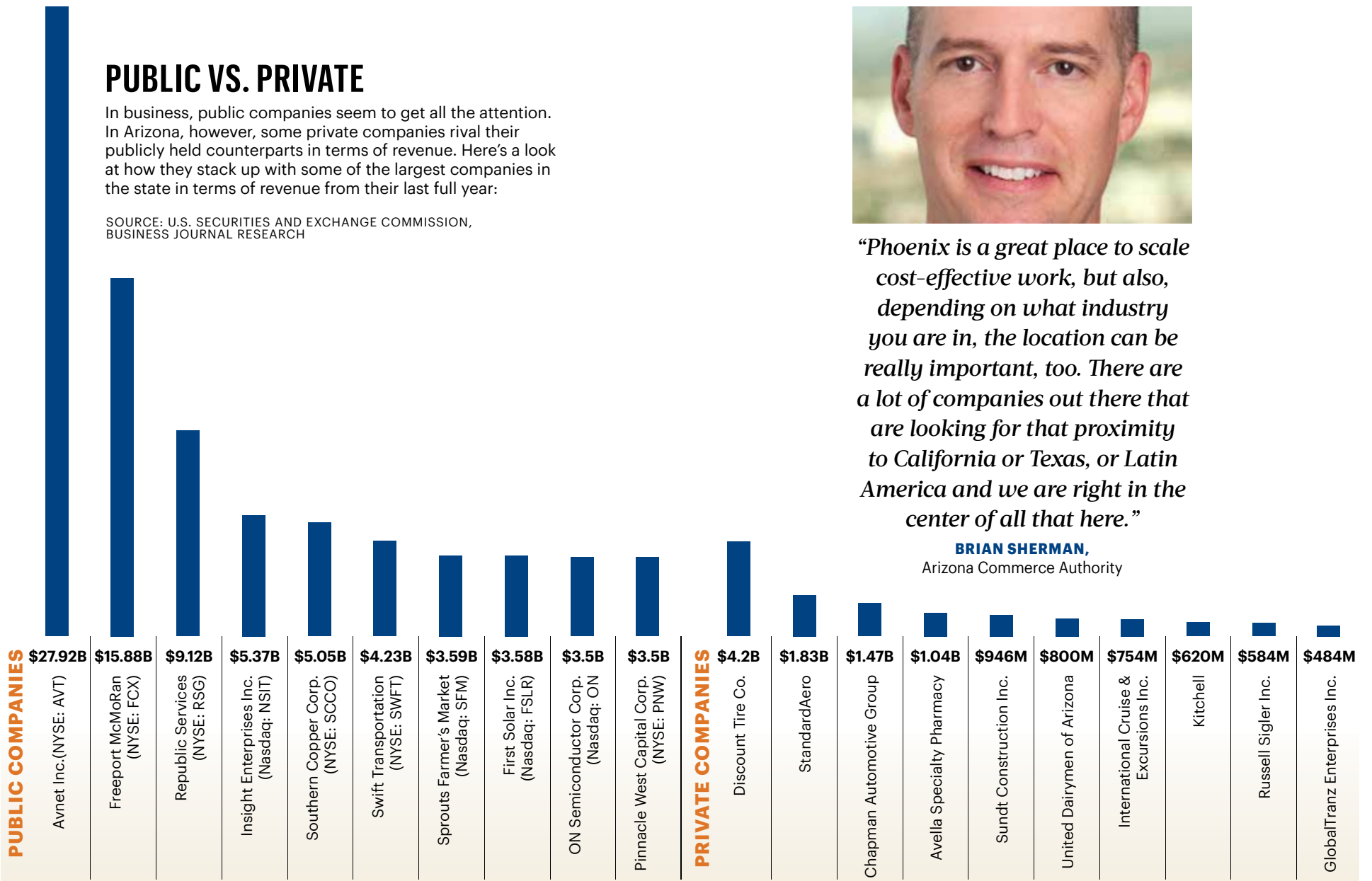
"The number of Discount Tire locations in the Valley isn't as important to that revenue they bring in as the fact that

ARIZONA CORPORATE EXCELLENCE

PUBLIC VS. PRIVATE

In business, public companies seem to get all the attention. In Arizona, however, some private companies rival their publicly held counterparts in terms of revenue. Here's a look at how they stack up with some of the largest companies in the state in terms of revenue from their last full year:

SOURCE: U.S. SECURITIES AND EXCHANGE COMMISSION, BUSINESS JOURNAL RESEARCH



“Phoenix is a great place to scale cost-effective work, but also, depending on what industry you are in, the location can be really important, too. There are a lot of companies out there that are looking for that proximity to California or Texas, or Latin America and we are right in the center of all that here.”

BRIAN SHERMAN,
Arizona Commerce Authority



FILE PHOTO

Avella Specialty Pharmacy is one of four private companies with more than \$1 billion in annual revenue.

it is headquartered here does,” Sherman said. “That makes all of the revenue company-wide counted through Phoenix.”

Sherman said in retail, the same dollar is circulated and recirculated, but in a base industry, such as those private companies in the Valley, that is new revenue being brought in making it even more valuable to the Phoenix economy.

Arizona isn't just home to large private companies. It has become a landing

spot for them as well. Many California firms in recent years have opened offices in the Valley, hiring hundreds and pumping up the local economy.

That's what ACA is trying to build in its business recruitment, Sherman said.

“That's something more substantial and fundamental,” Sherman said. “Base industries are what bring in more revenue to the state, so our focus is to bring more of those here.”

In working to bring more companies here, Camacho and Sherman agree marketing Arizona's workforce is key.

“Companies looking to expand or relocate to Phoenix are really focused on labor,” Camacho said.

Sherman echoed that sentiment but also said companies are interested in the cost-effectiveness of Phoenix and the location.

“Phoenix is a great place to scale cost-effective work,” Sherman said. “But also, depending on what industry you are in, the location can be really important, too. There are a lot of companies out there that are looking for that proximity to California or Texas, or Latin America and we are right in the center of all that here.”



FILE PHOTO

Discount Tire Co., the largest private company in the Phoenix area, employs 1,038 people throughout Arizona.

ARIZONA CORPORATE EXCELLENCE



JOSH TAFF | SPECIAL TO THE PHOENIX BUSINESS JOURNAL

CEO OF THE YEAR

Phil Calzadilla

CEO, NEXTNET PARTNERS

As founder and CEO of NextNet Partners, Phil Calzadilla has built a company that seeks to empower its employees.

Since the Tempe-based information technology company was founded in 2011, it has grown to sales of more than \$50 million annually.

The honor is not Calzadilla's first. He was named a *Phoenix Business Journal* Most Admired Leader in 2015, and NextNet has been named a fast-growth company in different rankings, including the *Inc.* 500 list, as well as a Best Place to work by the *Business Journal*.

Calzadilla has sought to build a culture that mentors and trains its own and embraces employees and their families.

Calzadilla was raised in New York but moved to Arizona in 1985. After previously working for Cisco Systems, he worked in various capacities helping the Valley's technology community as well as nonprofits such as the Parents Education Network of Phoenix and the Arizona chapter of Autism Care and Treatment.

COMMUNITY IMPACT

Steve Good

DIRECTOR, FENNEMORE CRAIG

Steven Good directs the attorneys and staff at Fennemore Craig PC not only in their legal affairs but in community service.

The Phoenix law firm gives back to the community through work with more than 400 nonprofits as well as professional and civic organizations. The firm's foundation, which is funded by the firm's staff, allows for attorneys to raise money for the charities with which they are involved. The law firm has an active pro bono program to help individuals and groups with legal services.

Among the ways the firm has given back includes:

- A purse drive and socks for the homeless working with Shoebox Ministry Inc.
- Sponsor of the American Cancer Society's Central Phoenix Relay for Life.
- Bowling for Kids' Sake event through Big Brothers Big Sisters.
- The Kidney Walk for the National Kidney Foundation of Arizona

Good spends his work hours providing legal advice on commercial transactions and structuring business entities.



JIM POULIN | PHOENIX BUSINESS JOURNAL



MAKING AN IMPACT

Helping people be successful is what we're all about. So we're proud to recognize the success and leadership of 2016 ACE award recipients.



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INNOVATOR OF THE YEAR

Ernie Garcia

CEO, CARVANA

Ernie Garcia saw an opportunity to create a disruptive industry in the auto sales business.

Phoenix-based Carvana sought to upend the auto dealer industry under Garcia's leadership by offering online buying, vehicle inspection, and door-to-door delivery of purchased vehicles. That includes a one-of-a-kind coin-operated car vending machine.

The vending machine was built with the help of two German companies as an innovative way of delivering cars to customers.

Through its efforts under Garcia, Carvana spends about 10 percent of what a typical dealer would spend and can sell three times the amount of cars. The company's goal is to pass those savings on to customers.

JIM POULIN | PHOENIX BUSINESS JOURNAL

ROOKIE OF THE YEAR

Cole Johnson

PRESIDENT, PAUL JOHNSON DRYWALL

Cole Johnson is continuing a tradition in the family-owned Paul Johnson Drywall.

Johnson is a second-generation leader of the company founded by his father, Paul Johnson Sr., in 1967. Since Cole took over, the company has grown in terms of business and reputation.

Starting doing work for John F. Long Communities in Maryvale, the company grew and began expanding. Cole took over as president in 1993 and expanded the company to Tucson and Las Vegas, growing to nearly 1,900 employees and working with many top homebuilders, as well as branching out into multifamily building.

The company has developed several initiatives on workplace safety, benefits and customer service that officials said have kept it advancing.



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CONQUERING BUSINESS

Arizona's fastest-growing private companies tackle big challenges on the way to success

PAT LAMB, president, Homeowners Financial Group USA, LLC

How do you manage fast growth while continuing to build a stable company?

The key to maintaining stability while growing comes down to understanding



Pat Lamb

that our growth is completely dependent upon maintaining five important "pillars" that support the growth. For Homeowners, those pillars are: culture, profitability, client service, operational excellence and regulatory compliance. If any of these pillars start to weaken because we get distracted by growth initiatives, we immediately refocus our energy on strengthening those areas and pausing our growth until we can safely grow without jeopardizing the core of our business.

What is the biggest challenge that comes with fast growth and why? The biggest challenge that comes with fast growth is culture deterioration and bureaucracy. As you grow, you need to build infrastructure to support your growth. Unfortunately, many people fall into the trap that infrastructure consists of rules that need to be established to prevent new employees and new managers from making mistakes that cost money and create risk. We believe that you have to avoid managing to the "least common denominator," and instead create infrastructure that supports your people in making decisions.

What is the biggest challenge that comes with fast growth and why?

The biggest challenge that comes with fast growth is culture deterioration and bureaucracy. As you grow, you need to build infrastructure to support your growth. Unfortunately, many people fall into the trap that infrastructure consists of rules that need to be established to prevent new employees and new managers from making mistakes that cost money and create risk. We believe that you have to avoid managing to the "least common denominator," and instead create infrastructure that supports your people in making decisions.

What's one thing you would have done differently along your growth curve?

For Homeowners, our commitment to our people and family culture has sometimes put us in a position where we have held off on necessary changes to facilitate our growth. Our philosophy is that we want to have managers in place that are capable of managing their team in an organization that is the size where we expect to be in 2 to 3 years.

ERNIE GARCIA, CEO, Carvana

How do you manage fast growth while continuing to build a stable company? For Carvana, exponential growth has been a good problem we've been fortunate enough to deal with for the past several years. Certainly, three of the biggest contributors to managing this phase of tremendous growth is organization, culture, and building to scale.

As part of the Arizona Corporate Excellence awards, the *Phoenix Business Journal* recognizes the top 25 fastest-growing companies.

This year we asked them about their

Fortunately, we have a team of highly dedicated and organized employees who have enabled us to navigate this period of great change without skipping hardly a beat. .

What is the biggest challenge that comes with fast growth and why?

Perhaps the greatest challenge that accompanies rapid growth within



Ernie Garcia

a company is maintaining that level of growth while also still maintaining a strong sense of team and culture, and continuing to deliver unparalleled customer experiences. When you grow fast, you're

often forced to hire new employees at a massive rate and scale. As you constantly add new personalities to mix, the degree of difficulty only increases as you attempt to cling to what made you special in the first place.

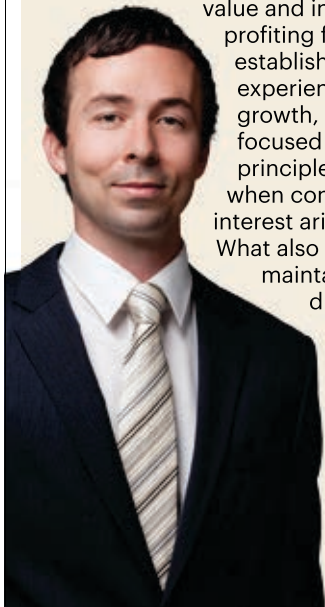
What's one thing you would have done differently along your growth curve?

One thing that perhaps made

CHRIS LOEFFLER, investor, co-founder and CEO, Caliber Cos.

How do you manage fast growth while continuing to build a stable company?

Having responsibility for an aspect of our investors' financial portfolio requires the highest level of ethical commitment. When Caliber was founded, core operating and investing principles like trust, transparency, adding value and investors profiting first were established. As we experience rapid growth, staying focused on these core principles, especially when conflicts of interest arise, is crucial. What also helps to maintain stability



during business growth is attention to employee hiring practices. Caliber has a 12-step hiring process in place to

business, their growth challenges, and what they would do differently if they were starting over again.

On the next two pages, this is what they had to say.

things a little more of an uphill battle getting started was the fact that we decided to open our very first market in Atlanta, opposed to Phoenix, where our headquarters are located. As a company attempting to achieve lift off, the added logistical challenge at times made things tricky, but it has ended up working out well for our business.

PHIL CALZADILLA, founder and CEO, NextNet Partners

How do you manage fast growth while continuing to build a stable company?

One of the key things we do is look at where we are in the growth cycle so we can understand what to expect next. By understanding clearly where we are, where our industry is and where our overall economy is in the growth cycle, we can predict what will come next and avoid surprises, as well as instability. We also review and communicate this with the entire team/company and include them in managing where we are and where we are going.

What is the biggest challenge that comes with fast growth and why?

Companies need different things at

guide us in identifying the right person for a certain role. This process may take longer but we have found it is better in the long run.

What is the biggest challenge that comes with fast growth and why?

As key business milestones are achieved, it's important to recognize that company policies and procedures — whether small or large — may need to be adjusted. Caliber is approaching 600 employees at all our properties. Therefore, we consistently review and evolve procedures to ensure operational efficiency for providing the greatest return to our investors.

What's one thing you would have done differently along your growth curve?

Started with audited financial statements. For the small additional expense and time investment, it pays bigger dividends and reduces effort having to backtrack later on. As you grow and potentially work with individuals or other financial investors, like Caliber does, or if you seek public funding, institutions will want to work with audited financials.

different stages in their growth. The things that worked in the beginning



Phil Calzadilla

stages are the very things that will hold you back from entering the next stage of growth. This process of questioning "where are we?" and "where do we need to be?" can be difficult if you aren't always working "on the

business" as well as "in the business." It also requires a great deal of discomfort. Growth is not comfortable. By its very nature, it requires the business, the people and partners to grow along with it.

What's one thing you would have done differently along your growth curve?

Drive decision making faster. Decisions that get delayed can grow into major problems that cost time and money, two things a fast-growth business typically doesn't have any "extra" of. We've moved slowly on some decisions to allow the "organizational learning" to happen, but looking back on it, it took more time to recover than we expected. The good news is that the organization did learn the lesson and now we make decisions much faster.

RYAN ABBOTT, Southwest head, Sundt Construction

How do you manage fast growth while continuing to build a stable company?

It has everything to do with people. You surround yourself with smart innovative people, and create



Ryan Abbott

a feedback loop so that they can measure (master) their craft. Provide meaning in the work, and then do what you can to stay out of the way. Two of these things come relatively easy for us. We're employee-owned so all

of my partners are keenly aware of the business results they yield.

What is the biggest challenge that comes with fast growth and why?

Not losing the autonomy, or diluting the mastery that allowed you to grow. It's easy to make rules, and to create process to mitigate risk. It's more difficult to continually adapt and evolve to the challenge of the endeavor. Balancing collaboration, innovation, discipline and execution in real time is difficult to do at an expansive scale.

CONTINUED ON PAGE 32

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ARIZONA CORPORATE EXCELLENCE

CONTINUED FROM PAGE 32

What's one thing you would have done differently along your growth curve? Would have celebrated a little more along the way. We celebrated our 125th anniversary for an entire year (last year). It was fantastic to stand side by side with our clients, our industry partners, and the communities in which we work. It became apparent that their story was our story, that together we'd been able to build a linear accelerator, a lunar launch pad, together we'd built bridges that connect communities, manufacturing facilities that assemble the devices riding around in our pockets.

GEORGE HERTZBERG, CEO, GHA Associates

How do you manage fast growth while continuing to build a stable



George Hertzberg

company? We do our best to develop the skills of our associates, keep motivation high, streamline operations, and reward far better than all of our competitors for good workmanship, results, and teamwork.

What is the biggest challenge that comes with fast growth and why? Very clearly helping each worker to become the best they can be.

What's one thing you would have done differently along your growth curve? Use more logic and less emotion and give new workers more tools and time to become successful.

TARL ROBINSON, CEO, Plexus Worldwide

How do you manage fast growth while continuing to build a stable

company? It's a tough balance trying to build for where you want to grow to today, but keeping in mind where you are now. You need to start with an investment mindset. Know that a good portion of funds will have to be invested and reinvested if you want to grow with control



Tarl Robinson

What is the biggest challenge that comes with fast growth and why? Communication. Every organization is challenged with it, but you have to be ever vigilant about communications at a fast pace.

What's one thing you would have done differently along your growth curve? I would not have procrastinated

implementing what I felt was the right decision. You need to have enough facts to feel good about the direction, then action it.

MIKE PINCKARD, CEO, Total Transit
How do you manage fast growth while continuing to build a stable company?



Mike Pinckard

Looking into the future to anticipate where you're going and what will be needed to get there. This anticipation is crucial in staying one step ahead of the needs of a rapidly growing enterprise. Defining and executing a true "strategy." It's crucial that we hire and develop the right people to leverage those skills and that can thrive in that environment.

What is the biggest challenge that comes with fast growth and why?

Developing your infrastructure, processes and support functions faster than your growth rate. Without properly anticipating your growth needs and building the systems and processes needed to support that growth, companies often evolve in a highly "reactionary" manner that hinders effectiveness rather than helping it.

What's one thing you would have done differently along your growth curve?

You're often torn between investing in long-term opportunities or continuing to feed capital into short-term growth. As such, we may have missed or delayed opportunities that could have been very beneficial in the longer term. Hindsight being 20/20, I can think of a couple of opportunities I'd like to have back.

JEREMY YOUNG, CEO, Tanga

How do you manage fast growth while continuing to build a stable company? I truly believe that you must hire for culture first and skills second. If you hire people who can work in a fast-paced company where one of the core values is to work fast and accept uncertainty, and who can be the CEO of their position, you will have a group of individuals who can take on the hard challenges and continue to scale the company.

What is the biggest challenge that comes with fast growth and why?

For us, the biggest challenges have been around hiring the right people, especially in the technology area. We continue to do three to four interviews a week of senior level developers so that we can find the right match in skill set as well as culture fit. We have brought people in from out of state a few times to round out our team.

JACK SIEGLER, president, Russell Siegler Inc.

How do you manage fast growth while continuing to build a stable company?

Discipline. If you have the right controls and procedures in place and have the discipline to follow them as volumes increase, it is only a matter of adding the necessary resources.

What is the biggest challenge that comes with fast growth and why? The



Jack Siegler

biggest challenge of fast growth is usually providing adequate capital to finance the growth. In wholesale distribution, about 85 percent to 90 percent of assets are tied up in inventories and receivables.

What's one thing you would have done differently along your growth curve?

While it isn't always possible, if we could have implemented some of the technology improvements on a quicker time frame, it would have eased the burden of rapid growth.

BEN HOWARD, co-founder, VincentBenjamin

How do you manage fast growth while continuing to build a stable company?

We put our culture first. VB invests heavily in training, development and team building, which has created a fun, fluid and focused company. The results speak for themselves: our team members feel empowered, driven and accountable to the goals that we all share in the growth of our business.

What is the biggest challenge that comes with fast growth and why? We are consistently faced with two daily

challenges. First, attracting, developing and retaining our awesome people in highly competitive segments of the staffing industry. Working at a firm of our size has many benefits but you certainly work harder than at some of the larger big-box staffing firms. Second, ensuring smart and timely, scale-worthy investments in infrastructure, systems and processes.



Ben Howard

What's one thing you would have done differently along your growth curve? I would have avoided reading the news when VB launched in 2009.

Very early on we positioned ourselves as a jack-of-all-trades firm given the state of the economy, but quite frankly it wasn't very fun. We soon decided to get back to focusing on what we knew: technology, accounting and finance talent solutions.

REBECCA SHANAHAN, CEO, Avella Specialty Pharmacy

How do you manage fast growth while continuing to build a stable company?

We build a stable and successful organization by harnessing our growth and the additional resources that come with it in order to focus on a specific set of key strategic initiatives every year. Our staffing models are built from the task level up. Strong communication and leadership in our organization helps ensure that all employees are aligned with our goals and invested in these initiatives.



Rebecca Shanahan

What is the biggest challenge that comes with fast growth and why? One challenge with rapid growth is keeping pace with increased demand, while still adhering to the individualized customer care philosophy that our company was founded on. We have a robust training program and patient satisfaction metrics that ensure we deliver on our customer promise.

What's one thing you would have done differently along your growth curve? While in high growth mode, it has been challenging to project future needs and quickly adapt. An example of this has been Avella's need to find a new corporate office that would comfortably hold our operations, clinical, and support departments. We look forward to moving into our new facility this November, which will help us grow while successfully adapting to all of the changes going on throughout the healthcare industry.



THE LIST

Compiled by Dale Brown
602-308-6511, @PhxBizDaleBrown
dbrown@bizjournals.com

ACE FASTEST-GROWING COS.

RANKED BY GROWTH SCORE¹

	Business name Website	Address Phone	Growth score ¹	2015 revenue	# of Arizona employees	# of employees, companywide	Type of business	Top local executives
1	Carvana carvana.com	4020 E. Indian School Rd. Phoenix, AZ 85018 800-333-4554	479.8	\$130.27 million	340	870	Online auto sales	Ernie Garcia Jr.
2	Avella Specialty Pharmacy avella.com	1606 W. Whispering Wind Dr., 2nd Fl. Phoenix, AZ 85085 877-546-5779	460.4	\$1.04 billion	260	550	Specialty pharmacy	Rebecca Shanahan
3	The CORE Institute thecoreinstitute.com	18444 N. 25th Ave., #320 Phoenix, AZ 85023 866-974-2673	424.75	\$122.06 million	638	797	Orthopedic medical practice	David Jacofsky
4	Homeowners Financial Group USA LLC homeownersfg.com	16427 N. Scottsdale Rd., #145 Scottsdale, AZ 85254 480-305-8500	404.35	\$45.02 million	234	354	Mortgage banker	Bill Rogers
5	Plexus Worldwide plexusworldwide.com	9145 E. Pima Center Pkwy. Scottsdale, AZ 85258 480-998-3490	400.3	\$384.39 million	290	290	Health and wellness products	Tarl Robinson
6	Caliber, the Wealth Development Company caliberco.com	16074 N. 78th St., #104 Scottsdale, AZ 85260 480-295-7600	394.05	\$31.9 million	553	583	Real estate wealth development	Chris Loeffler
7	GlobalTranz Enterprises Inc. globaltranz.com	7350 N. Dobson Rd., #130 Phoenix, AZ 85256 866-275-1407	390.6	\$484.44 million	455	538	Transportation and logistics	Robert Farrell
8	OnTrac ontrac.com	2501 S. Price Rd., #201 Chandler, AZ 85286 800-334-5000	390.5	\$450.11 million	427	2,660	Package delivery service	Rob Humphrey
9	CSW Contractors Inc. cswcontractors.com	8901 E. Mountain View Rd., #150 Scottsdale, AZ 85258 602-266-7000	389.8	\$98.01 million	169	193	Heavy civil contractor	Robert Meyers
10	Cutter Aviation cutteraviation.com	2802 E. Old Tower Rd. Phoenix, AZ 85034 602-273-1237	384.95	\$105 million	60	250	Aviation services, aircraft sales	Will Cutter
11	Sun Valley Masonry Inc. sunvalleyconstruction.com	10828 N. Cave Creek Rd. Phoenix, AZ 85020 602-943-6106	384.85	\$61.74 million	386	432	Masonry and concrete contractor	Robert Baum
12	Sundt Construction Inc. sundt.com	2620 S. 55th St. Tempe, AZ 85282 480-293-3000	376.05	\$946.36 million	418	1,481	General contractor	Mike Hoover
13	NextNet Partners nextnetpartners.com	7855 S. River Pkwy., #121 Tempe, AZ 85284 602-247-8600	363.85	\$21.45 million	22	22	IT consulting	Phil Calzadilla
14	V.I.P. Mortgage Inc. vipmtginc.com	4900 N. Scottsdale Rd., #6000 Scottsdale, AZ 85251 480-966-0919	354.25	\$62.63 million	329	438	Mortgage banker and broker	Jay Barbour
15	Russell Sigler Inc. siglers.com	9702 W. Tonto St. Tolleson, AZ 85353 623-388-5100	350.7	\$584.03 million	232	639	HVAC equipment, parts and supplies distributor	Jack Sigler
16	VincentBenjamin vincentbenjamin.com	2415 E. Camelback Rd., #1000 Phoenix, AZ 85016 602-595-9900	343.85	\$25.03 million	49	91	Recruiting, consulting and staffing services	Benjamin Howard
17	GHA Technologies gha-associates.com	8998 E. Raintree Dr. Scottsdale, AZ 85260 480-951-6865	330.2	\$138.9 million	40	156	Computer reseller and systems integrator	George Hertzberg
18	StandardAero standardaero.com	6710 N. Scottsdale Rd., #250 Scottsdale, AZ 85253 480-377-3100	316.55	\$1.83 billion	70	3,700	Aviation services, maintenance, repair and overhaul	Russell Ford
19	Discount Tire discounttire.com	20225 N. Scottsdale Rd. Scottsdale, AZ 85255 480-606-6000	311.8	\$4.2 billion	1,038	6,722	Tire and wheel retailer with more than 900 U.S. stores	Bruce Halle Michael Zuieback
20	Total Transit Inc. totaltransit.com	4600 W. Camelback Rd. Glendale, AZ 85301 602-200-5500	305.05	\$121.45 million	400	480	Taxi, non-emergency transportation	Craig Hughes
21	Sunland Asphalt sunlandasphalt.com	3002 S. Priest Dr. Tempe, AZ 85282 602-323-2800	290	\$117.55 million	253	350	Commercial asphalt construction and maintenance	Doug DeClusin
22	Concentric Healthcare Staffing concentrichealthcare.com	4250 N. Drinkwater Blvd., #100 Scottsdale, AZ 85251 480-444-7777	273.75	\$21.1 million	1,094	1,377	Health care staffing	Andy Jacobs
23	Tanga tanga.com	25 S. Arizona Pl., #410 Chandler, AZ 85225 480-331-3886	264.05	\$26.79 million	36	40	Online retailer	Jeremy Young
24	Chapman Automotive Group chapmanchoice.com	7455 W. Orchard Ln. Chandler, AZ 85226 480-970-0740	246.65	\$1.47 billion	1,735	1,735	Automotive sales and service	Jerry Chapman
25	Snell & Wilmer swlaw.com	400 E. Van Buren St., #1900 Phoenix, AZ 85004 602-382-6000	245.75	\$251.84 million	478	876	Law firm	Matthew Feeny

¹ To retain confidentiality of company data, a growth score was calculated for each company. The growth score is an ACE proprietary formula based on revenue growth over a two-year period. Both actual dollar growth and percentage growth are used to derive a score, with 500 points being the highest possible score.

NOTES: NA - not applicable, not available or not approved * - not listed in 2015

► CLOSER LOOK

\$12.8B

Total 2015 revenue for
the 25 private companies
included on this list

10,006

Total number of Arizona
employees working for the
25 companies included on
this list

RANKED BY YEAR FOUNDED

Sundt Construction	1890
StandardAero	1911
Cutter Aviation	1928
Snell & Wilmer	1938
Russell Sigler Inc.	1950

ABOUT THE LIST

Information for this list was researched and compiled by CliftonLarsonAllen LLP and submitted to the *Phoenix Business Journal* for publication. Additional information came from company representatives.

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ACE PRIVATE COS.

RANKED BY 2015 REVENUE (LIST CONTINUED ON PAGE 35)

	Business name / 2015 Rank Website	Address Phone	2015 revenue	# of Arizona employees	# of employees, companywide	Type of business	Top local executives	Year founded locally
1	Discount Tire ① discounttire.com	20225 N. Scottsdale Rd. Scottsdale, AZ 85255 480-606-6000	\$4.2 billion	1,038	6,722	Tire and wheel retailer with more than 900 U.S. stores	Bruce Halle Michael Zuieback	1960
2	StandardAero ② standardaero.com	6710 N. Scottsdale Rd., #250 Scottsdale, AZ 85253 480-377-3100	\$1.83 billion	70	3,700	Aviation services, maintenance, repair and overhaul	Russell Ford	1911
3	Chapman Automotive Group ③ chapmanchoice.com	7455 W. Orchard Ln. Chandler, AZ 85226 480-970-0740	\$1.47 billion	1,735	1,735	Automotive sales and service	Jerry Chapman	1966
4	Avella Specialty Pharmacy ⑦ avella.com	1606 W. Whispering Wind Dr., 2nd Fl. Phoenix, AZ 85085 877-546-5779	\$1.04 billion	260	550	Specialty pharmacy	Rebecca Shanahan	1996
5	Sundt Construction Inc. ⑤ sundt.com	2620 S. 55th St. Tempe, AZ 85282 480-293-3000	\$946.36 million	418	1,481	General contractor	Mike Hoover	1890
6	United Dairymen of Arizona ④ uda.coop	2008 S. Hardy Dr. Tempe, AZ 85282 480-966-7211	\$800.13 million	272	291	Milk marketing and manufacturing	Keith Murfield	1960
7	International Cruise & Excursions Inc. (ICE) ⑧ icecenterprise.com	15501 N. Dial Blvd. Scottsdale, AZ 85260 602-395-1995	\$754.57 million	1,221	2,500	Travel-based membership, rewards and loyalty programs	John Rowley	1997
8	Kitchell ⑨ kitchell.com	1707 E. Highland Ave. Phoenix, AZ 85016 602-264-4411	\$619.83 million	357	790	Commercial developer and builder	James Swanson	1950
9	Russell Sigler Inc. ⑩ siglers.com	9702 W. Tonto St. Tolleson, AZ 85353 623-388-5100	\$584.03 million	232	639	HVAC equipment, parts and supplies distributor	Jack Sigler	1950
10	GlobalTranz Enterprises Inc. ⑬ globaltranz.com	7350 N. Dobson Rd., #130 Phoenix, AZ 85256 866-275-1407	\$484.44 million	455	538	Transportation and logistics	Robert Farrell	2003
11	OnTrac * ontrac.com	2501 S. Price Rd., #201 Chandler, AZ 85286 800-334-5000	\$450.11 million	427	2,660	Package delivery service	Rob Humphrey	1998
12	Hensley Beverage Co. ⑫ hensley.com	4201 N. 45th Ave. Phoenix, AZ 85031 602-264-1635	\$407.93 million	1,200	1,200	Beverage distributor	Robert Delgado	1955
13	Plexus Worldwide ⑭ plexusworldwide.com	9145 E. Pima Center Pkwy. Scottsdale, AZ 85258 480-998-3490	\$384.39 million	290	290	Health and wellness products	Tarl Robinson	2008
14	Snell & Wilmer ⑮ swlaw.com	400 E. Van Buren St., #1900 Phoenix, AZ 85004 602-382-6000	\$251.84 million	478	876	Law firm	Matthew Feeney	1938
15	Suntec Concrete * suntecconcrete.com	2221 W. Shangri-La Rd. Phoenix, AZ 85029 602-997-0937	\$197.07 million	450	700	Concrete contractor	Jerry Barnier	1984
16	Climatec LLC ⑯ climatec.com	2851 W. Kathleen Rd. Phoenix, AZ 85053 602-944-3330	\$195.1 million	293	784	Advanced building technologies and energy solutions	Terry Keenen	1975
17	FNF Construction Inc. ⑰ fnfinc.com	115 S. 48th St. Tempe, AZ 85281 480-784-2910	\$175.41 million	322	440	Heavy civil contractor	Matthew Gully	1984
18	GHA Technologies ⑱ gha-associates.com	8998 E. Raintree Dr. Scottsdale, AZ 85260 480-951-6865	\$138.9 million	40	156	Computer reseller and systems integrator	George Hertzberg	1990
19	SmartPractice * smartpractice.com	3400 E. McDowell Rd. Phoenix, AZ 85008 800-522-0800	\$131 million	356	481	Helping medical practitioners with the business of their practice	Curtis Hamann	1971
20	Carvana * carvana.com	4020 E. Indian School Rd. Phoenix, AZ 85018 800-333-4554	\$130.27 million	340	870	Online auto sales	Ernie Garcia Jr.	2012
21	The CORE Institute ⑳ thecoreinstitute.com	18444 N. 25th Ave., #320 Phoenix, AZ 85023 866-974-2673	\$122.06 million	638	797	Orthopedic medical practice	David Jacofsky	2005
22	Total Transit Inc. ㉑ totaltransit.com	4600 W. Camelback Rd. Glendale, AZ 85301 602-200-5500	\$121.45 million	400	480	Taxi, non-emergency transportation	Craig Hughes	1984
23	MT Builders LLC ㉒ mtbuilders.com	8434 N. 90th St., #150 Scottsdale, AZ 85258 480-443-3376	\$120.77 million	45	45	Multifamily construction general contractor	Michael Tarver	1995
24	Sunland Asphalt * sunlandasphalt.com	3002 S. Priest Dr. Tempe, AZ 85282 602-323-2800	\$117.55 million	253	350	Commercial asphalt construction and maintenance	Doug DeClusin	1979
25	Mach 1 Global Services Inc. ㉓ mach1global.com	1530 W. Broadway Rd. Tempe, AZ 85282 480-921-3900	\$112.11 million	69	276	Global transportation and logistics services	Jamie Fletcher	1988

NOTES: NA - not applicable, not available or not approved * - not listed in 2015

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\$17B

Total 2015 revenue for
the 50 private companies
included in this list

1,950

Total number of years in
business for the 50 private
companies included in this
list

RANKED BY YEARS IN BUSINESS

Fennemore Craig PC	131
Sundt Construction Inc.	126
StandardAero	105
Cutter Aviation	88
Snell & Wilmer	78

ABOUT THE LIST

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T H E L I S T

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ACE PRIVATE COS.

RANKED BY 2015 REVENUE (LIST CONTINUED FROM PAGE 34)

	Business name / 2015 Rank Website	Address Phone	2015 revenue	# of Arizona employees	# of employees, companywide	Type of business	Top local executives	Year founded locally
26	Cutter Aviation 25 cutteraviation.com	2802 E. Old Tower Rd. Phoenix, AZ 85034 602-273-1237	\$105 million	60	250	Aviation services, aircraft sales	Will Cutter	1928
27	CSW Contractors Inc. 26 cswcontractors.com	8901 E. Mountain View Rd., #150 Scottsdale, AZ 85258 602-266-7000	\$98.01 million	169	193	Heavy civil contractor	Robert Meyers	1982
28	Naumann/Hobbs Material Handling 23 performancepeople.com	4335 E. Wood St. Phoenix, AZ 85040 602-904-6763	\$92.65 million	207	320	Material handling equipment distribution	Bryan Armstrong	1949
29	Fennemore Craig PC 24 fennemorecraig.com	2394 E. Camelback Rd., #600 Phoenix, AZ 85016 602-916-5000	\$86.31 million	278	385	Law firm	Steve Good	1885
30	Chas Roberts A/C & Plumbing Inc. 27 chasroberts.com	9828 N. 19th Ave. Phoenix, AZ 85021 602-386-2732	\$83.4 million	655	675	Residential air conditioning and plumbing	Sissie Roberts- Shank	1942
31	American Fence and Security Company Inc. 30 americanfence.com	2502 N. 27th Ave. Phoenix, AZ 85009 602-734-0500	\$79.83 million	130	266	Construction, rental, materials and manufacturing	David Van Denburgh	1948
32	Markham Contracting Co. Inc. * www.markhamcontracting.com	22820 N. 19th Ave. Phoenix, AZ 85027 623-869-9100	\$64.16 million	NA	NA	Heavy civil contractor	Michael Markham Sr.	1977
33	V.I.P. Mortgage Inc. 34 vipmtginc.com	4900 N. Scottsdale Rd., #6000 Scottsdale, AZ 85251 480-966-0919	\$62.63 million	329	438	Mortgage broker and banker	Jay Barbour	2007
34	Southwest Behavioral & Health Services * sbhservices.org	3450 N. 3rd St. Phoenix, AZ 85012 602-265-8338	\$62.62 million	947	947	Integrated health care provider	Jeff Jorde	1969
35	Sun Valley Masonry Inc. 35 sunvalleyconstruction.com	10828 N. Cave Creek Rd. Phoenix, AZ 85020 602-943-6106	\$61.74 million	386	432	Masonry and concrete contractor	Robert Baum	1978
36	Caliente Construction Inc. 32 calienteconstruction.com	485 W. Vaughn St. Tempe, AZ 85283 480-894-5500	\$60.3 million	81	86	General contractor	Lorraine Bergman	1991
37	Goodmans Interior Structures * goodmans.info	1400 E. Indian School Rd. Phoenix, AZ 85014 602-263-1110	\$60 million	125	144	Office furniture retailer	Adam Goodman	1954
38	Homeowners Financial Group USA LLC homeownersfg.com	16427 N. Scottsdale Rd., #145 Scottsdale, AZ 85254 480-305-8500	\$45.02 million	234	354	Mortgage banker	Bill Rogers	2004
39	Paul Johnson Drywall * pauljohnsondrywall.com	1720 W. Parkside Ln. Phoenix, AZ 85027 602-254-1320	\$41.4 million	533	648	Specialty contractor	Cole Johnson	1976
40	Caliber, the Wealth Development Company 46 caliberco.com	16074 N. 78th St., #104 Scottsdale, AZ 85260 480-295-7600	\$31.9 million	553	583	Real estate wealth development	Chris Loeffler	2009
41	GPS Insight 40 gpsinsight.com	7201 E. Henkel Way, #400 Scottsdale, AZ 85255 480-663-9454	\$27.71 million	113	120	GPS fleet-tracking software	Robert Donat	2004
42	Tanga 41 tanga.com	25 S. Arizona Pl., #410 Chandler, AZ 85225 480-331-3886	\$26.79 million	36	40	Online retailer	Jeremy Young	2006
43	VincentBenjamin 44 vincentbenjamin.com	2415 E. Camelback Rd., #1000 Phoenix, AZ 85016 602-595-9900	\$25.03 million	49	91	Recruiting, consulting and staffing services	Benjamin Howard	2010
44	Caretaker Landscape and Tree Management * caretakerlandscape.com	741 N. Monterey St. Gilbert, AZ 85233 480-545-9755	\$24.16 million	260	299	Landscape design, development and management	Matt White	1988
45	PlanetOne Communications Inc. * planetone.net	9845 E. Bell Rd., #130 Scottsdale, AZ 85260 877-487-8353	\$23.42 million	15	18	Telecom solutions for sales partners	Ted Schuman	1995
46	NextNet Partners * nextnetpartners.com	7855 S. River Pkwy., #121 Tempe, AZ 85284 602-247-8600	\$21.45 million	22	22	IT consulting	Phil Calzadilla	2011
47	Concentric Healthcare Staffing * concentrichealthcare.com	4250 N. Drinkwater Blvd., #100 Scottsdale, AZ 85251 480-444-7777	\$21.1 million	1,094	1,377	Health care staffing	Andy Jacobs	2003
48	Ipro Tech LLC * iprotech.com	1700 N. Desert Dr., #101 Tempe, AZ 85281 602-324-4776	\$17.24 million	128	148	Developing software for the legal field	Kim Taylor	1989
49	Pinnacle Transplant Technologies Inc. pinnacletransplant.com	1125 W. Pinnacle Peak Rd., Bldg. 2 Phoenix, AZ 85027 623-277-5400	\$13 million	87	87	Human tissue donation for allograft transplantation	Russ Yelton	2010
50	MSS Management Consulting Services 49 msstech.com	1555 E. Orangewood Ave. Phoenix, AZ 85020 602-387-2100	\$10.64 million	25	39	Business management consulting	Michael Hawksworth	1986

NOTES: NA - not applicable, not available or not approved * - not listed in 2015

► CLOSER LOOK

18,175

Total number of Arizona employees working for the 49 private companies in this list that provided employment information

37,313

Total number of employees working for the 49 private companies in this list that provided employment information

RANKED BY NUMBER OF ARIZONA EMPLOYEES

Chapman Automotive Group	1,735
International Cruise & Excursions Inc.	1,221
Hensley Beverage Co.	1,200
Concentric Healthcare Staffing	1,094
Discount Tire	1,038
Southwest Behavioral & Health Services	947
Chas Roberts A/C & Plumbing Inc.	655
The CORE Institute	638
Caliber, the Wealth Development Company	553
Paul Johnson Drywall	533

WANT TO BE ON THE LIST?

Companies wishing to be included on the ACE Private Companies and ACE Fastest-Growing Cos. lists must nominate themselves on the Phoenix Business Journal's website at www.bizjournals.com/phoenix/nomination.

ARIZONA CORPORATE EXCELLENCE

NEW TO THE LIST

Every year there are a handful of new entrants onto the *Phoenix Business Journal's* list of the top private companies. Here's a look at some of those companies that made the list in 2016.

ONTRAC

On list: No. 11
Local leader: Rob Humphrey, president
Location: Chandler
Services: Provides shipping services for businesses
Revenue: \$450 million

CLIMATEC LLC

On list: No. 16
Local leader: Terry Keenen, president
Location: Phoenix
Services: Building automation, energy services and security among others
Revenue: \$195 million

SMARTPRACTICE

On list: No. 19
Local leader: Dr. Curtis Hamann, CEO
Location: Phoenix
Services: Discounted dental supplies
Revenue: \$131 million

CARVANA

On list: No. 20
Local leader: Ernie Garcia, CEO
Location: Phoenix
Services: Online car sales

Revenue: \$130 million

SUNLAND ASPHALT

On list: No. 24
Local leader: Doug DeClusin, CEO
Location: Phoenix, Tempe
Services: Asphalt for new construction and maintenance
Revenue: \$118 million

MARKHAM CONTRACTING CO. INC.

On list: No. 32
Local leader: Michael Markham Sr., president
Location: Phoenix
Services: General and civil engineering for construction industry
Revenue: \$64 million

SOUTHWEST BEHAVIORAL & HEALTH SERVICES

On list: No. 34
Local leader: Jeff Jorde, president
Location: Phoenix
Services: Community-based behavioral and health services
Revenue: \$63 million



Sunland Asphalt CEO Doug DeClusin.

FILE PHOTO



Southwest Behavioral & Health Services CEO Jeff Jorde.

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CONTINUED ON PAGE 38



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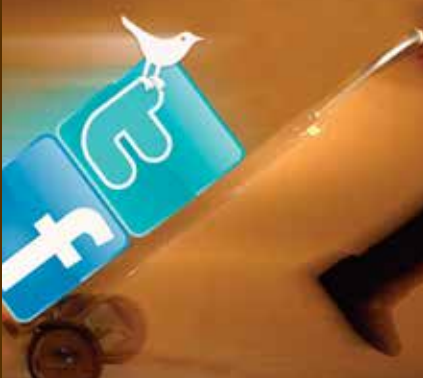
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CONTINUED FROM PAGE 36

GOODMANS INTERIOR STRUCTURES

On list: No. 37
Local leader: Adam Goodman, CEO
Location: Phoenix
Services: Office furniture and office design
Revenue: \$60 million

PAUL JOHNSON DRYWALL

On list: No. 39
Local leader: Cole Johnson, president
Location: Phoenix
Services: Specialty contractor for drywall
Revenue: \$41 million

CARETAKER LANDSCAPE AND TREE MANAGEMENT

On list: No. 44
Local leader: Matt White, CEO
Location: Gilbert
Services: Full-service landscaping company
Revenue: \$24 million

PLANETONE COMMUNICATIONS

On list: No. 45
Local leader: Ted Schuman, CEO
Location: Scottsdale
Services: IT and telecom services for businesses

Revenue: \$23 million

NEXNET PARTNERS

On list: No. 45
Local leader: Phil Calzadilla, CEO
Location: Tempe
Services: IT consulting firm for business
Revenue: \$21 million

CONCENTRIC HEALTHCARE STAFFING

On list: No. 47
Local leader: Andy Jacobs, CEO
Location: Scottsdale
Services: Staffing service for the health care industry
Revenue: \$21 million

I PRO TECH LLC

On list: No. 48
Local leader: Kim Taylor, CEO
Location: Tempe
Services: Software for legal professionals
Revenue: \$17 million

PINNACLE TRANSPLANT TECHNOLOGIES

On list: No. 49
Local leader: Russ Yelton, CEO
Location: Phoenix
Services: Human tissue donation for transplants
Revenue: \$13 million

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