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# **KEY PLAYERS IN VALLEY BUSINESS**

Lifetime Achievement honoree Win Holden shares a clear vision of leadership in Arizona

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Congratulations to the *Phoenix Business Journal's* **2015 Most Admired Leaders**. In reading through the honorees' stories, the words "visionary," "trailblazer," and "passion" came up again and again – and for good reason.

But, it was actually a set of very different words that touched us:

He walks the talk. She knows each of her 450 team members by name. He has two ears and one mouth, and uses them that way. She does more than build trust, she keeps it. He is not afraid to call it like it is.

These leaders are invested – not just in their people and businesses, but as real people and as members of this community. Like them, Washington Federal is about being invested – invested here in Arizona – invested in our people – and invested as people who live and work here too.

We are truly honored to sponsor this year's **Most Admired Leaders** program. And more importantly, we are excited to honor all of these very real people, making a real difference.

Sincerely,

Michael Brown

Michael Brown Arizona Regional President | Washington Federal

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# Ensuring community by insuring business.

At Lovitt and Touché people come first. Whether it's anticipating client needs, taking care of our employees, or giving back to the communities where we do business, it's always about the people. Which is why we are proud to congratulate David Wilder on being named one of Phoenix Business Journal's "Most Admired Leaders."



**DAVID WILDER**, Executive Vice President



# MOST ADMIRED LEADERS

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# LIFETIME ACHIEVEMENT Win Holden Publisher, 'Arizona Highways

#### BY CASSIDY TROWBRIDGE ctrowbridge@bizjournals.com 602-308-6518, @cassidykei

n 1976, Win Holden boarded a plane from Chicago to interview for an advertising job in Phoenix. He expected to see sand dunes when he landed. Instead, he was surprised and inspired by the beauty of the Sonoran Desert, lush with plant and animal life.

He did not relocate to Arizona for that job. But in 1980, he moved to Mesa and became a permanent Valley resident. In the 35 years since then, he has worked mostly in advertising and publishing.

He was named publisher of *Arizona Highways* magazine in 2000.

While balancing work and family, Holden also has become a leader in the Phoenix community, active with more than 30 groups.

He has worked with the Fiesta Bowl since 1983. He started as a volunteer directing traffic for the event, and has since become a "life director" with the organization.

Holden said his extensive professional and community involvement comes from his mother.

"She was my role model," he said. "She said anyone can make a difference by making time."

Holden participated in Silent Witness

for 10 years, helping to offer rewards for information on criminal activity. He also has donated time and effort as president emeritus of Valley Big Brothers Big Sisters, a former president of Phoenix Midtown Rotary Club and a member of the grant oversight committee of the Arizona Infant Immunization Project.

Holden passed his emphasis on service along to his three children, who participate with the Make-A-Wish Foundation, serve meals to the homeless and rally for pancreatic cancer walks.

He said the most important aspect of being a volunteer is passion.

"If you don't have an affinity for, or at least an interest in, the cause, don't do it," he said.

If a volunteer's heart isn't in it, the work becomes more a sentence than a service, he said.

Leadership is more than just climbing the ladder to Holden.

"What you must do is give back, in any way you can, so you can cultivate more leadership," he said.

Being part of a team is essential, he added.

"I've worked in collaborative teams my whole career," he said. "It's with the support of my employers and family that I've done as much as I have."

Holden's advice for becoming an admirable leader includes taking risks – and

# WIN HOLDEN

Your personal secret to success: Honestly, it's an inferiority complex. ... I've worked my whole career in team-oriented businesses. My friend once said the secret to success is finding a parade and leading it.

Your next big goal (in life or business): I just turned 67. I'd like to keep this job until I'm 70, then retire. My wife is a pediatric nurse, and she's my hero and best friend. I'd really like to maximize quality time with her and my family.

What single trend in metro Phoenix

**are you most optimistic about:** The accessibility of leadership. I'm intrigued by leaders like Neil Giuliano. ... The location of the international airport is also important. Think of any major city, and you can't just plunk down so close to its city hall.

If you could go back five years, knowing what you know now, what single thing might you do differently: One of the things is learning to play guitar. I picked it up in college. I wasn't an expert or anything, just playing folk music. I wish I had kept it up. I picked up a new guitar about 10 years ago and put it down about five years ago. It is a wonderful escape. I want to start playing again soon.

What completely different job might you enjoy/be great at: Tour guide. I'd love to be a guide for areas of the state that people might not have stumbled upon themselves. I'd love to do tours of Bisbee or Williams. I'd call them "Off the Beaten Path Tours." JIM POULIN | PHOENIX BUSINESS JOURNAL

giving others the opportunity to do the same.

"It's critical for a leader to set the vision for the staff, and not micromanage," he said, adding: "You can't punish someone for failure."

He also believes in keeping his door open – and not just to his employees.

"I get calls from job seekers who call me up saying they want to move from wherever, and ask if I've got a moment to talk about publishing," he said. "They're surprised when I say yes."

Holden said he also sees these qualities within Phoenix's leadership.

"You can make immediate connections here," he said. "In no other major city can you call and ask for a meeting with the mayor. It's unheard of."

He believes collaboration among the Valley's many cities will be the key to growth. Glendale, Phoenix and Scottsdale came together for the Super Bowl and found success, he said.

"We need that kind of collaboration and cooperation between cities, not competition," he said.

Holden admires that connectivity and the prospect of further growth for the area.

"Phoenix doesn't have a 'silver spoon' mentality," he said. "Arizona's only 103 years old; there's still much history to be written here. That's a compelling thing for people to come here."

# Lee Benson **CEO, ABLE GROUP OF COS.**

fter purchasing a small company he worked for in 1993, Benson revamped the aircraft component repair business and built it into the Able Groups of Cos. within six years. Able supplies FAA-approved parts and repairs to aircraft operators. Based on his experience, Benson later founded Execute to Win, a management training company focused on helping companies create culture connecting employees to business strategy.

Your personal secret to success: Focus on discipline, patience, and being healthy and happy.

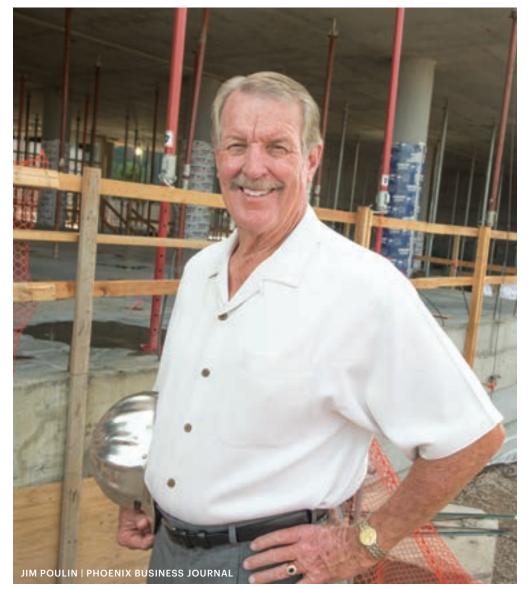
Your next big goal (in life or business): To change the way the world does business by helping companies to better align their employees with an intentional strategy and culture.

What single trend in metro Phoenix are you most optimistic about, and why: We are transitioning from a lifestyle business community to a more fully engaged, growthoriented business community. I love this because it creates a lot more opportunity for every family living in

the Phoenix metro area. If you could go back five years, knowing what you know now, what single thing might you do differently: Make more time for friends and family.

What completely different job might you enjoy/be great at, and why: A full-time musician. In the 1980s, I made the majority of my income playing guitar and singing in rock 'n' roll bands. Leading a business requires creativity to solve problems and set strategy. Being a full-time musician would certainly allow me to explore my creative side.





## David Crawford PRESIDENT AND CEO. SUNDT CONSTRUCTION INC.

rawford entered the construction industry in 1968 as a concrete laborer at Sundt. In 1992, he joined the boards of Sundt Cos. and Sundt Construction Inc.; and in 2011, he became CEO of the construction services company. He helped the company raise approximately \$6.5 million from employees and company matching and invested this back into the community through organizations including Boys & Girls Clubs and Habitat for Humanity. He has also served on boards including Crisis Nursery and Valley of the Sun YMCA.

Your personal secret to success: | strive for excellence in a collaborative fashion that establishes a win-win culture.

Your next big goal (in life or business): To ensure Mike Hoover (Sundt's next president) is successful leading the company and preserving our values, culture and reputation.

What single trend in metro Phoenix are you most optimistic about and why: Education. We are putting lots of effort into revising our K-12 education system through Expect More Arizona and the Global Pathways Institute to prepare young people to be "career ready." That may indicate college or a trade, but it means being a productive member of our society and our community.

If you could go back five years knowing what you know now, what single thing might you do differently: I would have been more proactive in dealing with a recession that lasted much longer than I originally anticipated, and recognized the impact of the number of retiring employees that happened to be departing over a very small period of time.

What completely different job you might enjoy/be great at, and why: | might have enjoyed being an athletic director at a university or a general manager of a professional team. I think I would like the combination of athletics and business involved in these positions.

# Shana Ellis president and ceo, the centers for habilitation

Prior to taking the reins of the Centers for Habilitation, which serves individuals with developmental disabilities, Ellis worked for the Tempe Community Council and Southwest Gas Corp. She also served on the Tempe City Council from 2006 to 2014 (including a twoyear term as vice mayor), participating in transportation initiatives, attracting new business and securing federal funding for various projects. She volunteers with Tempe Boys & Girls Club, Tempe Sister Cities and the Tempe St. Luke's Medical Center board.

Your personal secret to success: I surround myself with people who make me stronger, and in return I try my best to do the same for them.

Your next big goal (in life or business): To employ and empower even more people with disabilities.

What single trend in metro Phoenix are you most optimistic about, and why: The economy turning around. Phew!

If you could go back five years, knowing what you know now, what single thing might you do differently? I believe I am who I am today because of the successes I have had and the mistakes I have made. I wouldn't change anything. (OK, I would have bet on American Pharoah, the creatively spelled Triple Crown winner.)

What completely different job you might enjoy/be great at, and why: A scuba instructor. I love the ocean, I love teaching people new skills, and I love the calmness of being under water. But then, where would I go on vacation?



# ALL HAIL THE HIGHWAYMAN

Visit Phoenix congratulates Arizona Highways publisher Win Holden on his Lifetime Achievement award at the Most Admired Leaders ceremony.

Thank you, Win, for being a friend to the visitors industry and for all you do to inspire travelers to discover Arizona.

The mantle 'most admired leader' has never rested on worthier shoulders.





# Dr. Steven Hansen CEO, ARIZONA HUMANE SOCIETY

Ansen spent 15 years in New York with the American Society for the Prevention of Cruelty to Animals, serving most recently as COO of that national organization. The veterinary doctor joined the Arizona Humane Society in 2013 and has helped implement innovative programs such as the Parvo Puppy ICU and the Kitten Nursery. During his tenure, the rate of pet euthanasia in Arizona shelters has decreased by nearly half. He also serves as president of the Alliance for Companion Animals.

Your personal secret to success: For me, success is doing what you love, always giving your best and never giving up. It's all about innovation, compassion and excellence.

Your next big goal (in life or business): We are working toward helping Maricopa County become the animal welfare community of the future. In order to do so, we are committed to working with our Alliance for Companion Animal partners to save the lives of all dogs and cats with treatable conditions in Maricopa County and placing them in loving homes.

What single trend in metro Phoenix are you most optimistic about, and why: The continued elevation and acknowledgment of the importance of pets in our lives and the value of rescue animals. I was also thrilled to see the city of Phoenix take a dramatic step toward combating puppy mills and pet overpopulation in our community by passing an ordinance requiring that all pet stores sell only animals obtained from animal shelters or rescue organizations.

If you could go back five years, knowing what you know now, what single thing might you do differently: We would implement all the life-saving programs we launched in 2014 earlier. In less than two years, we've seen dramatic decreases in both the number of animals coming into our shelter and the number of animals we are sadly forced to euthanize for medical or behavioral reasons.

What completely different job you might enjoy/be great at, and why: I love working in animal welfare and can't envision being any other place.





# Veronique James CEO, THE JAMES AGENCY

fter graduating from the University of Arizona with a degree in visual communications, James served as a designer with Crosby-Wright and as an art director at Mullen before establishing her own firm 10 years ago. She has built the advertising, public relations and digital agency from a onewoman operation to a well-regarded boutique firm with 25 people. She also is active with the Cystic Fibrosis Foundation and the Entrepreneurs' Organization.

Your personal secret to success: Having the right office environment, the right people and the right clients is the key formula to a successful business practice. Without one of the three, the stool is lopsided, which I learned quickly as a young entrepreneur. Your next big goal (in life or business): In the short term, I aim to obtain equilibrium between my work and personal life. My daughter Rome is just over a year old, and I am expecting a baby boy in early October. I also plan to expand our agency's physical footprint by adding a small satellite office in Southern California, as well as purchasing an 8,000-square-foot office space in Scottsdale during the next 24 months.

What single trend in metro Phoenix are you most optimistic about, and why: Clients are becoming much more confident in media buying after recessionary budget constraints. I am very optimistic about this market behavior and its implications on the health of the Phoenix economy.

If you could go back five years, knowing what you know now, what single thing might you do differently: I wish I would have known early on that mistakes will occur along the way, but as long as you genuinely learn and adjust accordingly, they are good encounters on the learning curve and will help to improve your business in the long run. Now, my mantra is "Fall forward."

What completely different job you might enjoy/be great at, and why: I have a great eye for design and pay close attention to detail, so I feel I would have made a great architect. I still have high hopes to design my family's next home.



# Heidi Jannenga co-founder and coo, webpt

fter 15 years working as a physical therapist, Jannenga recognized the need for an electronic medical records platform for that industry. She launched WebPT in 2006 with her husband, Brad. Since then, the Web-based EMR company has expanded to include solutions for occupational therapists and speechlanguage pathologists. WebPT now has more than 35,000 clients and more than 200 staff members.

#### Your personal secret to success:

Taking an honest and direct ap-proach to everything. There's no use in pretending to be something you're not. It's better to be up front and stay true to yourself, while being mindful of how your actions impact others.

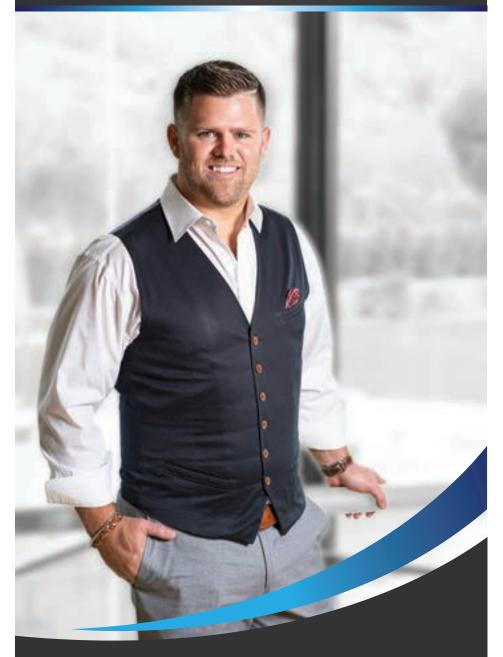
Your next big goal (in life or business): To overcome the daily whirlwind and return to my yoga routine. I'd also like to a find another mentor who can help me navigate the next phase of growth for WebPT.

What single trend in metro Phoenix are you most optimistic about, and why: The startup tech scene that is taking root in downtown Phoenix specifically, in the Warehouse District. We're looking forward to moving into our new building there and helping the Valley's budding tech community blossom into a true tech hub.

If you could go back five years, knowing what you know now, what single thing might you do differently: I would make more of a time commitment to my personal life. When you run a business with your husband, it's easy to make that the focal point of your relationship. Now, I realize how important it is to carve out uninterrupted family time on your calendar.

What completely different job you might enjoy/be great at, and why: I think I would make a great teacher. I love being able to pass on knowledge to younger generations. Nothing compares to seeing a young child's eyes light up when you explain a new idea or concept.





# Congratulations to Dr. Nicolas Porter

for being chosen as one of Phoenix Business Journal's Most Admired Leaders of 2015.

Dr. Nicolas is a rural Arizona native, an accomplished dentist, the founder of a multi award-winning and industry-leading dental company, Risas Dental and Braces, and the president and CEO of Nicolas Global, a firm specializing in business consulting services and industry-changing content creation. Though he plans to take his knowledge of business to much larger markets across the globe, Dr. Nicolas has never lost focus as an inspired and tireless leader in the Phoenix community. His dedication to the idea that "everybody deserves to smile" extends beyond his business practices and into his daily life, making him a leader truly worthy of our admiration.

Thanks, Dr. Nico, for all that you do!

# Bill Lavidge ceo, the lavidge co.

avidge founded his full-service marketing and public relations firm in 1982. Today, his client roster includes nearly 40 blue-chip companies. He also has served as a faculty associate in Arizona State University's marketing department; a board member of the Heard Museum; and a member of the Thunderbirds, the local nonprofit that stages the annual Waste Management Phoenix Open golf tournament.

Your personal secret to success: I am fortunate to be surrounded by quality people in both my business and personal life who share a strong commitment to make a positive difference in whatever they do. I met many of these people by getting involved in community and civic projects.

Your next big goal (in life or business): Although I set annual goals in all areas of my life, I don't have one big one. In business, an important goal for our company is continuous improvement in a number of measurable areas. In my personal life, I want to be mentally present for my family and friends.

What single trend in metro Phoenix are you most optimistic about, and why: I am excited about the changes that are taking place in our state and local government. We have some new leaders who have the vision and skills to get our Valley and state positioned for long-term success. If you could go back five years, knowing what you know now, what single thing might you do differently: I struggled over this question. Fortunately, my life has been blessed. Therefore, there is not much I would change. Plus, it's a lot more fun looking forward.

What completely different job you might enjoy/be great at, and why: I would have loved to have been a professional athlete or lounge-type singer. In both cases, all I was lacking was talent!





## Leonardo Loo chairman, phoenix business law practice group, quarles & brady llp

oo is an attorney specializing in mergers and acquisitions, commercial financing, international transactions, securities and general corporate law. He was born in Venezuela to Asian and Hispanic parents, making Spanish and Chinese his first and second languages. He was elected chairman of Chicanos por la Causa Inc. this year, and he was named 2014 Community Leader of the Year by the Phoenix Chapter of the National Association of Asian American Professionals.

#### Your personal secret to success:

Certainly, it takes persistence and hard work. But, as the Beatles song goes, "I get by with a little help from my friends." For me, there would be no success without my amazing support network of family and friends.

Your next big goal (in life or business): To invest in tomorrow's business leaders, no matter their demographics or background. We have to create as many opportunities as possible for the next generation in all of our distinct communities.

What single trend in metro Phoenix are you most optimistic about, and why: The increased collaboration with Mexico in the areas of trade and investment. We need to continue to strengthen those relations to foster economic development and create sustainable jobs in our communities.

If you could go back five years, knowing what you know now, what single thing might you do differently: I would spend so much less time worrying, especially about the things that ended up being so insignificant in the long run.

What completely different job you might enjoy/be great at, and why: I would want Anthony Bourdain's job as a food and travel host. What better way to combine my love for travel, food and exploring different cultures?

# Anthony Narducci president, o'neil printing

Arducci's career spans 35 years in publishing, print manufacturing and client services. In his current post, he oversees business strategy, client relationships and direction of O'Neil's growth, including community outreach. He personally supports local and global organizations that focus on serving children and teens in the community. He has served on Alice Cooper's Solid Rock board of directors since 2004.

Your personal secret to success: Inviting God to be at the center of my life.

Your next big goal (in life or business): Building on the traction in our business and with our community development partners.

What single trend in metro Phoenix are you most optimistic about, and why: Affordable housing creating a sense of community and collaboration in metro Phoenix.

If you could go back five years, knowing what you know now, what single thing might you do differently: Started riding my bike sooner.

What completely different job you might enjoy/be great at, and why: I always thought I would make a great off-road race car driver.





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## Merl Waschler president and ceo, valley of the sun united way

aschler joined the local United Way in 1992 as chief financial officer, spending nearly 15 years watching over its finances before taking the lead role in 2007. Waschler also serves on a number of local boards and committees that focus on leadership, education and public service, including Expect More Arizona, Greater Phoenix Leadership and the Rodel Foundation.

#### Your personal secret to

**success:** Keep the main thing the main thing. At United Way we call it "The Big Opportunity," and it is my job to keep our team focused on it.

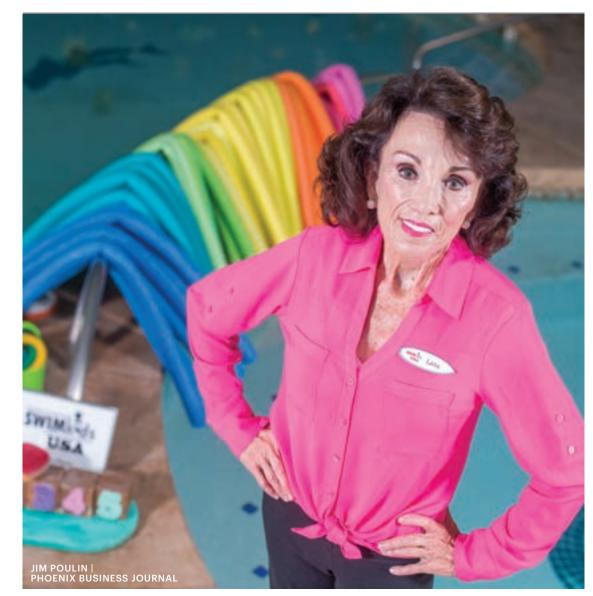
Your next big goal (in life or business): United Way has a set of bold goals we aim to accomplish by 2020, each focused on addressing a critical issue associated with conditions of chronic hunger and homelessness in our community, and the success of our students and families.

What single trend in metro Phoenix are you most optimistic about, and why: Access to a world-class education for all kids is our community's most important aspiration. Building a culture that creates educational opportunities for all students is the most important element to ensuring the future success of Arizona. Without it, we do not succeed.

If you could go back five years, knowing what you know now, what single thing might you do differently: I would know not to go back. Stay in the present; don't let the past or the future trip you up.

What completely different job might you enjoy/be great at and why: I have the job that everyone wants. I get to work with people at their very best and help them meet their philanthropic goals while improving the community I love. I would not trade it for the world.





# Lana Whitehead owner and president, swimkids usa

hitehead started SwimKids USA in 1971 to help more children be safe around water. She has written five books on swimming and brain development, and she was a member of the Sports Medicine Delegation to China in 2009. She was named a 2011 Community Lifesaver of the Year by the National Drowning Prevention Alliance, and her SwimKids method has been featured in numerous national media.

Your personal secret to success: Gratitude, hope, resilience and faith.

Your next big goal (in life or business): To open a multiactivity sports center in the southeast Valley.

What single trend in metro Phoenix are you most optimistic about, and why: The Water Smart Babies movement sponsored by USA Swimming and SwimKids USA has begun to take hold in the Phoenix and Tucson areas. In this program, pediatricians give prescriptions for swim lessons at a child's 9- or 12-month checkup and talks with the parents about the importance of protection such as fencing their pools and learning CPR. During subsequent visits, the pediatrician checks to see if the parent has implemented these suggestions. This campaign has the capacity to help lower our drowning statistics because it involves not just education, but also follow-up and accountability. **If you could go back five years,** 

knowing what you know now, what single thing might you do differently? I would work less and spend more time with my family.

What completely different job you might enjoy/be great at, and why: A neuroscientist. I am very interested in research on learning and brain development. I have written several books on that research and its relevance to movement.

## Dave Wilder **EXECUTIVE VICE PRESIDENT, LOVITT & TOUCHE**

ilder joined the insurance firm in 1999 as a producer after serving for 10 years as president of Alexander & Alexander. The U.S. Air Force veteran has devoted 25 years to the Boys & Girls Club of Metropolitan Phoenix, including a term as chairman. An avid horse enthusiast, he is a member of the Maricopa County Sheriff's Search and Rescue Posse, the Verde Vagueros and the Roosevelt Rough Riders.

Your personal secret to success: My secret to success revolves around associating with the highly motivated and dedicated individuals who inspire me day in and day out.

Your next big goal (in life or in business): Personally, I'm helping raise seven grandchildren to become healthy and successful adults. Professionally, I'd like to build upon the firm's current philanthropic involvement.

What single trend in metro Phoenix are you most optimistic about, and why: Probably the increase in new property construction, because of its direct connection to our firm and our industry. It's a positive influence

all around because when new construction increases, so do employment and other economic growth opportunities. If you could go back five years,

knowing what you know now, what single thing might you do differently: To be honest, the last five years have truly been great. I'm very happy with what has been accomplished, and I wouldn't do much differently.

What completely different job might you be great at, and why: | could see myself doing something in the aviation field with my U.S. Air Force pilot experience. I am very passionate about instructional and high-end training, so I feel that would be a natural fit.



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# Dr. Nicolas Porter CEO, RISAS DENTAL AND BRACES

s a child, Porter needed substantial dental work, which caused a financial strain for his family. Now he is an advocate for easily accessible and affordable dental care. He earned his DDS in 2008 and opened his first Risas Dental office in Glendale in September 2011. The practice, which specializes in serving the Latino community, has expanded to include six locations in Phoenix and two in Colorado.

#### Your personal secret to

**success:** Give to grow. Whether it be a community event or just carrying around gift cards to reward deserving employees for a job well done, having the mindset to give as much as I possibly can has always produced more fruits for me.

Your next big goal (in life or business): To innovate something that no one has ever seen, heard of or thought about, then watch it change the world of business the way I know it can.

What single trend in metro Phoenix are you most optimistic about, and why: The Phoenix market's No. 1 advantage is its Hispanic/immigrant influence. It is this growing population of immigrants in the Phoenix market that will continue to foster a great work ethic and entrepreneurial success.

If you could go back five years, knowing what you know now, what single thing might you do differently: I would have believed in myself more and trusted that I had the capacity to run harder with my business before stopping to add more key individuals.

What completely different job you might enjoy/be great at, and why: An NFL GM, coach or offensive coordinator. I have that kind of mind that is strategic and doesn't ever stop.





## Brad Vynalek partner, litigation and dispute resolution group, quarles & brady llp

Ynalek began his law career as a summer associate with Quarles while he was completing his degree at the University of Arizona. He formally joined the firm in 1999. This year he was named to the firm's national executive committee, which is responsible for management and administration of 10 offices across the country encompassing 475 attorneys. Outside the office, Vynalek has held leadership roles within Make-A-Wish Arizona since 2007, serving recently as chairman.

Your personal secret to success: Own what you do — and what you don't do. Don't just create teams, be an active member of them – and not always as the leader. Great leaders know when to follow. Empower others, and show them you believe in them.

Your next big goal (in life or business): This winter will mark the first year that all of our kids, ages 3 to 8, will be able to join us on the slopes. So the big goal is "all three on skis!"

What single trend in metro Phoenix are you most optimistic about, and why: The trend in smart people doing smart things at smart times has got to make you smile. Look at the innovation and imagination that has gone into all of the major infill projects in the Valley, led by teams like Upward Projects and Fox Restaurant Concepts.

If you could go back five years, knowing what you know now, what single thing might you do differently: I have three young children with my wife, Amy, and time is moving at warp speed. More than anything, I wish I could just push "pause" and slow things down a little.

What completely different job you might enjoy/be great at, and why: Believe it or not, I am a surfer at heart. (I mean, look at my hair!) I'm no Laird Hamilton or Kelly Slater, but I do OK. My job in an alternate universe would be surf instructor.

## Margaret Dunn founder and president, dunn transportation/ ollie the trolley

n 1986, Dunn launched Ollie The Trolley in her hometown of Omaha, Nebraska. Five years later, she moved the business to Arizona and won her first municipal contract operating the free downtown Scottsdale trolley. Her operation now includes more than 35 vehicles and more than 60 employees. Dunn has continued her education in the meantime, earning a degree in urban dynamics/transit-oriented development and an executive MBA from ASU within the past five years.

#### Your personal secret to success:

A personal framework founded on perseverance, empathy, gratitude, vision, giving back, surrounding yourself with great people, and a willingness to coach and be coached. If you combine that with a happy, positive attitude and you don't take yourself too seriously, you'll do just fine in business and in life.

Your next big goal (in life or business): My son is a sophomore in high school, and the next few years will be important. My goal is to enjoy our time together and prepare him on the importance of balancing academic excellence, his social life and giving back to his community.

What single trend in metro Phoenix are you most optimistic about, and why: The rise of urban redevelopment, infill projects, and people and businesses moving back to the center city. The heart of truly great cities resides in a vibrant downtown. City centers that have dynamic energy stabilize the economy and strengthen our community, creating the deep bonds of social sustainability.

If you could go back five years, knowing what you know now, what single thing might you do differently: Five years ago, Dunn Transportation created "Rosemary: Connecting Center City Kids to Nature, Culture, Adventure and Fun." In retrospect, I wish I hadn't waited so long to create the program.

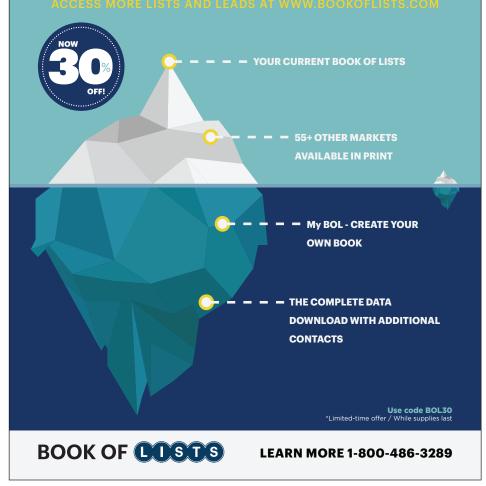
What completely different job you might enjoy/be great at, and why: I have a deep appreciation of learning and teaching, and love to help others succeed. I keep thinking maybe I should return to college to pursue my doctorate and then possibly become a professor in entrepreneurship.







# THIS IS JUST THE TIP OF THE ICEBERG



# Jay Rogers ceo, local motors inc.

fter a six-year stint with the U.S. Marine Corps, Rogers worked on his business plan at Harvard Business School and then launched Local Motors in 2008. Two years later, the company had a dozen employees and moved to Arizona to build the first microfactory for its 3-D printed cars. Rogers also serves as chief investment officer and director of the RBR Foundation, a philanthropic group focused on education and health care; and is active in the Boy Scouts with his four sons.

Your personal secret to success: Learn and iterate. Never be afraid to ask a lot of questions and listen to the answers. Then take action. Then do it again.

Your next big goal (in life or business): To identify the local leaders and the locations where we can replicate worldwide what we have done in Phoenix. Our operation is the first example of locally sourced, crowddesigned vehicles that are manufactured and delivered from a hometown microfactory.

What single trend in metro Phoenix are you most optimistic about, and why: I think the development of the restaurant scene in and around Phoenix is something to be greatly admired. These businesses are creative, risktaking and iterative. They impact customers in a fast-changing arena, yet they have to manage a supply chain from food to finance that is fixed and somewhat rigid. Succeeding in such an environment is a testament to Phoenix's business climate.

If you could go back five years, knowing what you know now, what single thing might you do differently: I would have pushed more boldly at the intersection of the Internet and hardware. This is to say, I would have pursued everything from preselling online through direct digital manufacturing as fast as I could. What completely different job you might enjoy/be great at, and why: When I was a kid, my parents encouraged me to pick a musical instrument. I chose voice. For 20 years I practiced and performed, and after college I gave it up. I would love to find the right band and spend more time enjoying singing and performing.





## Patricia Rourke arizona market president, bankers trust

R ourke entered the banking industry immediately after high school and became Bankers Trust's first female vice president in 1983. Thirty-one years after joining the bank, she became its Arizona market president. Rourke also serves as vice chairwoman of the Valley of the Sun United Way's Campaign Cabinet Committee and as a board member of Native American Connections.

Your personal secret to success: I learned responsibility and

responsibility and accountability at an early age growing up on an lowa farm. My brothers and sisters and I were taught to get the job done right and on time. It has always been my belief that when you are asked to do something, you do it in a timely manner. Timeliness is the respect you show to others.

Your next big goal (in life or business): Bankers Trust relocated to the Esplanade in August. My goal is to continue to grow and expand the brand.

What single trend in metro

# Phoenix are you most optimistic about, and

why: The discussion around improving our state education system. The Valley needs a strong educational system not only to attract businesses to come to the Valley, but to grow talent from within.

If you could go back five years, knowing what you know now, what single thing might you do differently: I wouldn't change anything.

What completely different job you might enjoy/be great at, and why: I enjoy what I do today. It allows me to work with great colleagues, clients and prospects, and to volunteer in the community.

# Kellie Warren ceo, florence crittenton services of arizona

arren took the reins of Florence Crittenton in 2012 after serving for nearly two years as chief operations officer. Her experience working with troubled youth stretches back to her time with the Arizona Department of Juvenile Corrections, where she monitored treatment and rehabilitation. She also served as director of treatment for the Community Education Center, a residential treatment facility for males ages 12 to 21. Warren also is an adjunct professor at Argosy University.

Your personal secret to success: I put faith and family first, but always search for ways in which my gifts and talents can be used to help others. When I leave this Earth, I want my tombstone to say "She Served!"

Your next big goal (in life or business): I would like to create a meaningful enterprise that shapes the destinies of youth and families. Additionally, I would love to manifest my outgoing personality through work as an actress, not just have it be my alter ego.

What single trend in metro Phoenix are you most optimistic about, and why: With the expansion of existing systems and infrastructure, such as mass transportation, we are providing our youth and young adults with greater access to needed services and resources, such as school, cultural venues and work opportunities.

If you could go back five years, knowing what you know now, what single thing might you do differently: I live a purpose-driven life without regret. I don't look back. Everything has a time and a season.

What completely different job you might enjoy/be great at, and why: I have always dreamed of being a ballet dancer, actress or performer so I can truly showcase my creative, animated and outgoing personality.





## Joan Koerber-Walker president and ceo, arizona bioindustry association

oerber-Walker supports growth of the bioscience and medical technology industries in Arizona in her role at AZBio. She also is a life sciences investor and has served on the boards of numerous organizations. She currently chairs the State Medical Technology Alliance and the Opportunity Through Entrepreneurship Foundation.

Your personal secret to success: No one succeeds alone. Finding the right partners, at work and at home, makes all the difference. Treat them well.

Your next big goal (in life or business): Building out Arizona's life science development infrastructure. Life-changing and life-saving innovations must travel a path from discovery to development to delivery. We have tremendous assets in our state for discovery and delivery. Once our development infrastructure is equally strong, we will maximize our innovation potential and make life better for Arizonans and people everywhere. What single trend in metro

Phoenix are you most optimistic about, and why: There is a concerted focus on investing in our future that is gaining momentum. Phoenix Forward, the Arizona Bioscience Roadmap, the Phoenix Biomedical Campus, the East Valley Partnership, the Arizona Bioscience Board and incubators across the Valley are driving collaborative partnerships that will move us forward faster.

If you could go back five years, knowing what you know now, what single thing might you do differently: Build more collaborations sooner. Both locally and nationally, that is making a difference.

What completely different job you might enjoy/be great at, and why: Being involved in projects that make a difference matters to me. I would love to manage a life-science scale investment fund at some point in the future.





# Phil Calzadilla CEO, NEXTNET PARTNERS LLC

alzadilla founded his IT consulting company in Tempe in 2011 to provide network infrastructure solutions. He expects to exceed \$20 million in sales in 2015. He previously worked at Cisco Systems Inc. for 14 years. Calzadilla grew up in New York and graduated from Arizona State University in 1991 with a degree in finance. He supports a variety of local causes including Junior Achievement, Kiwanis Phoenix and the Arizona Technology Council.

Your personal secret to success: Hire passionate people who are smarter than me at something, are different from me in some way, and work hard to get things out of their way.

Your next big goal (in life or business): To grow NextNet

Partners for the benefit of the team and impact the community around us positively while we are doing it. I am excited about who and what we become by growing our company.

What single trend in metro Phoenix are you most optimistic about, and why: We are finding clients that are looking to transform themselves to better compete in this next phase of the digital age, that's important for metro Phoenix and important for their survival. With new and disruptive digital competitors (think Uber, Airbnb, Tesla), whole industries are being disrupted and larger, formerly very stable companies are having to compete under entirely new rules.

If you could go back five years, knowing what you know now, what single thing might you do differently: I would've started the company sooner knowing what I know now. Also, I would've bought more Apple, Facebook and Tesla stock!

What completely different job you might enjoy/be great at, and why: I'd probably be a coach. I really get a thrill out of developing people and teams, and I love to compete.

# Kuldip Verma founder and ceo, vermaland llc

erma established his land banking and development company in 2001 in Phoenix. Today, the company owns about 25,000 acres throughout the Phoenix area. Over the years, Verma has been involved in development projects ranging from residential to renewable energy. He also was named Philanthropist of the Year at the 2013 Arizona Real Estate Awards for his contributions through the Verma Charitable Foundation.

Your personal secret to success: Gain as much knowledge about my industry as possible and understand my market to the best of my ability. Doing so has enabled me to predict where the future growth will take place.

Your next big goal (in life or business): I would love to see more development on our land. It would be excellent to contribute to and be a part of the future growth that takes place here. I also want to grow our charity, the Verma Charitable Foundation, and help various causes through that.

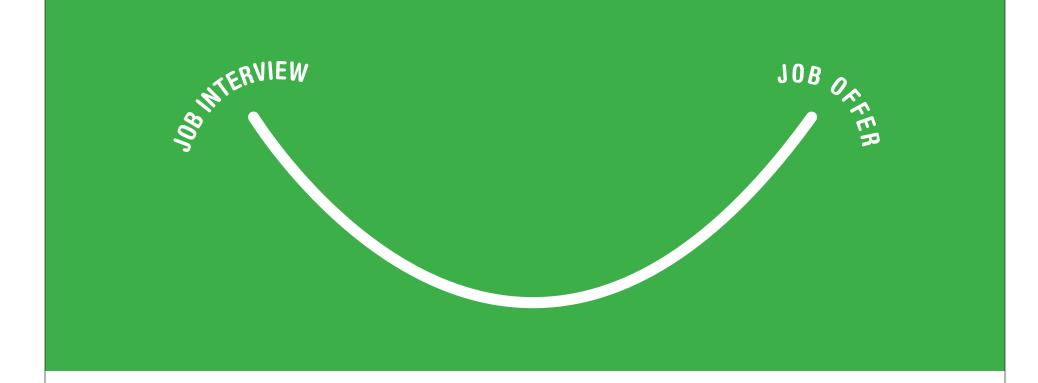
What single trend in metro Phoenix are you most optimistic about, and why: Our projected population growth. The population of Phoenix is expected to increase

by 1 million people every decade.
This will be a critical driver to our economic growth.
If you could go back five years,

knowing what you know now, what single thing might you do differently: I would worry less about the real estate recovery from the 2008 recession. I have always been very confident that the land market would make a comeback, but five years ago I was unclear as to how long this would take.

What completely different job you might enjoy/be great at, and why: I would enjoy being a business professor. I have learned many valuable lessons over the years, and I would love to share some of my insights with others.





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Arizona Dental Insurance Service, Inc. dba Delta Dental of Arizona

# Ray Artigue president, the artigue agency

rtigue served for 15 years on the Phoenix Suns staff, culminating with the position of senior vice president of marketing communications. He then directed Arizona State University's MBA Sports Business program for four years. He founded his first public relations agency in 1987 and built it into a "top five" firm within four years, as recognized by the local chapter of the Public Relations Society of America. He launched his self-named PR firm in 2010. He also is a frequent lecturer on the topics of marketing, brand management and crisis communications planning.

Your personal secret to success: No real secret — just a simple if not old-fashioned formula: hard work, commitment, deliver results, service to community and, above all else, unwavering ethical and professional behavior.

Your next big goal (in life or business): I've realized most of my big goals, but I suppose becoming a regional marketing agency might be one. I'd also like to one day write a best-selling novel. (I doubt John Grisham is nervous.)

What single trend in metro Phoenix are you most optimistic about, and why: The growth of downtown Phoenix. Most all great cities have a vibrant downtown core, and ours is finally beginning to crystallize. It won't be a total reality until more people can live, work and play without ever leaving downtown.

If you could go back five years, knowing what you know now, what single thing might you do differently: Perhaps remaining at Arizona State University, where I directed and taught in the MBA Sports Business Program. Mentoring the next generation was tremendously rewarding.

What completely different job you might enjoy/be great at, and why: I'd like to one day create a platform or program that harnesses all of the sports assets in this market and leverages them for the good of everyone involved. Arizona has great opportunities with such an initiative, and even more so with an integrated, strategic marketing effort.





## Daniel Openden president and ceo, southwest autism research & resource center

penden took the reins of SARRC in July 2013 after serving as vice president and clinical services director for six years. He also is an adjunct professor at Arizona State University and serves on many boards and committees dedicated to autism research and services. He holds a doctorate in special education, disability and risk studies.

Your personal secret to success: Building relationships by committing to investing time in people — employees, the families we serve, donors and partners alike.

Your next big goal (in life or business): Scaling SARRC's most impactful programs though a network of aligned partners and collaborators committed to high expectations, effective teaching, and meaningful outcomes for individuals with autism across the lifespan.

What single trend in metro Phoenix are you most optimistic about, and why: The increased focus on supporting local businesses, which helps build our economy and creates a stronger sense of place and pride in our community.

If you could go back five years, knowing what you know now, what single thing might you do differently: While I value my academic background tremendously, I would have started my entrepreneurial education sooner. Entrepreneurial skills and thinking may have the greatest potential for solving our community's greatest social challenges.

What completely different job you might enjoy/be great at, and why: Something in sports, preferably baseball.



# Tarl Robinson ceo, plexus worldwide

Robinson saw an opportunity with Plexus Worldwide, a small multilevel marketing company selling home breast healthcheck kits. He purchased the company in 2008 and expanded its product line to include weight-loss and nutritional supplements. Plexus now has more than 220 employees in Arizona and more than 230,000 "ambassadors" across the U.S., Canada, Australia and New Zealand.

Your personal secret to success: The willingness to do what others won't and solving problems no one else wants to take on.

Your next big goal (in life or business): To better myself, and help others in the process.

What single trend in metro Phoenix are you most optimistic about, and why: Business spending. Everywhere I look,



there seems to be new starts and new spending occurring.

If you could go back five years, knowing what you know now, what single thing might you do differently: I would have encouraged others to continually keep learning, improving and growing. What completely different job you might enjoy/be great at, and why: Uber driver. Looks like fun!



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