

THE
ELLER
SCHOOL

UNIVERSITY of ARIZONA

Touchstone Energy
El Tour de Tucson



Diamond Ventures

ECONOMIC IMPACT STUDY
El Tour de Tucson

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Executive Summary

The Perimeter Bicycling Association of America (PBAA) has commissioned the Eller School of Management to determine the Economic Impact of El Tour de Tucson, the PBAA's premier event, on the City of Tucson. In 1988 the Tucson Convention and Visitor's Bureau projected an impact of approximately \$800,000. Since then, El Tour de Tucson has more than doubled in size, but no further study has been done. The PBAA has estimated that the economic impact is currently near \$12 million, however there is no data to support this claim. Thus, a study is needed to estimate the economic impact of El Tour de Tucson.

The first steps in estimating the economic impact of the race on Tucson was determining what areas had a financial impact from El Tour de Tucson and evaluate if these impacts could be estimated. Results indicate the main sources of impact are from the riders spending during their stay, from the money raised from registration, from the returns on sponsorship type advertising, and from the tourism generated by the publicity the race generated. After determining the main areas of impact, the process of quantifying the impact followed.

To quantify the impact, several surveys and interviews were used. First, a breakdown of the out of town riders' expenses and extra money spent by in town riders was estimated through a rider survey. Second, surveys of local businesses were employed both to verify the rider survey, and to get a second point of view on the money generated by El Tour de Tucson. Third, research on previous local tourism surveys were used to determine the amount of tourism Tucson sees because of bicycling. Finally, these results were evaluated and analyzed using statistical calculation.

These methods estimate an economic impact of El Tour de Tucson on the city of Tucson of between \$5.9 million and \$6.6 million on race weekend. What is harder to estimate is the yearlong impact of the race, which is highly dependent on the percentage of tourism brought in from El Tour de Tucson and the effect of the publicity from the race. Estimates of yearlong bicycling tourism brought in from El Tour de Tucson range from \$7.3 million to \$14.8 million.

Introduction and Background

The Perimeter Bicycling Association of America (PBAA) is a non-profit organization that organizes cycling and running events in order to raise money for various charities. Richard DeBernardis founded the PBAA in 1983 as a means to promote bicycling as safe, clean, and healthy fun. Mr. DeBernardis is the President of the PBAA, and currently employs 14 other people. The PBAA was founded as a means to educate the public about the benefits of bicycling, while raising money for worthy causes. It has grown in its efforts to achieve its goals to include three other cycling races, one running race, and a bi-monthly magazine.

The main event the PBAA organizes is El Tour de Tucson. According to PBAA records, in the first year of El Tour de Tucson, 1983, there were 198 cyclists, 100 volunteers, and 200 spectators. In 1999, El Tour de Tucson has grown to 5,000 cyclists, 2,500 volunteers, and thousands of spectators. Furthermore, the race has gone from raising \$4,500 in charitable contributions in the first year, to over \$3.5 million this year. El Tour de Tucson has become one of the largest perimeter cycling events in America, and one of the leading cycling events in the country. Furthermore, *Bicycling Magazine* has named the City of Tucson the third best city in the country for bicycling (*Bicycling Magazine, The Best Cycling Cities, March 1999, p53-55*). The tremendous growth of El Tour de Tucson has come over seventeen years, and it has become a Tucson mainstay.

Mr. DeBernardis proposed that the Eller School conduct a study of the economic impact El Tour de Tucson has on the City of Tucson. The reasons for this study are twofold. First, to have a quantifiable and credible report to support any claims about the impact of El Tour de Tucson, and second, to judge just how successful the PBAA has

been in achieving its goals. Mr. DeBernardis will use this study as a marketing tool in promoting the race to prospective supporters, as well as benchmark the PBAA's success.

Problem/Situation

While most Tucsonans recognize the name "El Tour de Tucson," the question has arisen as to the value the race brings to the community. Sponsors, both city and county governments, have recently questioned the value of El Tour de Tucson. In other words, is it justifiable for the City of Tucson and/or Pima County to pay \$30,000? Governments must analyze the cost-benefits of their decisions for the betterment of their constituents. Therefore the city and county government must be able to justify their reasoning for supporting El Tour de Tucson.

The types of support that the PBAA seeks are monetary, in kind contributions, cooperation and permission in using the city and county streets for the race. Sponsors can easily see the cost involved in putting on the race. They can also see the dollar amounts that are generated for the various charities the PBAA donates to. However, it is difficult to put a monetary value to all of the benefits the race brings to the community.

Mr. DeBernardis believes the economic impact that El Tour de Tucson has on Tucson at approximately \$12 million year-round, and has used this number in his presentations to various potential supporters. While he has presented this simply as a rough estimate, he has wondered the exact impact his event has. He is also concerned that in the future, it may be necessary for him to substantiate these claims to the sponsors of the race.

Another area of concern is the growth that El Tour de Tucson is experiencing. As El Tour de Tucson becomes more successful and larger in size each year, it also becomes more expensive to organize. These added costs, along with the increasing difficulty of acquiring corporate sponsors for the race, has made it more difficult to execute the race each following year. Having an economic impact study will assist the PBAA in marketing itself to these corporate sponsors as well as make sound business decisions regarding El Tour de Tucson.

Mr. DeBernardis, preparing his organization for these possible questions and situations, is very interested in finding more accurate results than the estimate he has. The PBAA needs a concise statement of El Tour de Tucson's economic impact on the City of Tucson. This statement will include the estimated economic value added from the race week itself as well as supporting data regarding the yearlong impact that El Tour de Tucson has on the city of Tucson. This statement will be supported by research and survey statistics. The statement will also include other values that El Tour de Tucson brings to the local community that is not monetary, for example, the increase in cycling participation attributable to El Tour de Tucson.

Process

The process involved in conducting the economic impact study is three pronged. The first step in the process is to determine where the economic impact of El Tour de Tucson could be found. Once the areas of impact are determined it must be established what quantitative value can be assigned to each area impacted. For example, the main impact, as determined by the consulting team and by Mr. DeBernardis, will be observed

in the spending of out of town riders and their entourages during the race weekend. The final step, once data has been collected and analyzed, is to report the total value added impact El Tour de Tucson has on Tucson.

Initial analyses focused on determining all the areas that El Tour de Tucson impacts financially. Through telephone surveys, a broad understanding of all the areas El Tour de Tucson influence was obtained. El Tour de Tucson financially impacts hotels, restaurants, gas stations, bike shops, recreational facilities, entertainment facilities, charitable contributions, grocery stores, retail stores, medical services, and tourism (see Appendix 1).

Once it was determined which areas have significant economic value added, the next step was to estimate the full effect that each area had on Tucson. Using a standard economic multiplier (See Appendix 2), and applying it to the various out of town sources of impact allow us to determine the full effect.

To quantify the main sources of economic impact, surveys were conducted of the riders, and of various local businesses. A survey was administered to the riders during race registration asking them how much money they spent in each of the following areas: food, car, gas, lodging, entertainment, retail, cycling, and medical expenses.

✂ Data collected on the riders from out of town was broken down into a per-rider basis, accounting for all members of their traveling parties that were not riders (i.e. out of town spectators). It was determined through interviews with several local touring professional cyclists that any spectators that were coming in from out of town, would most likely be coming with a specific rider (not just to see El Tour De Tucson), thus making this breakdown a fair assessment of "out-of-towners."

It was hypothesized that the riders from here in Tucson did not have an economic impact on the city, unless they spent some extra money that they wouldn't normally have spent here in town, in preparation for, during or after the race. A questionnaire directed at local riders was employed to determine the amount of extra spending taking place by the average in town rider.

Also included as a main focus of economic impact, is the money raised by the PBAA to fund the race. The PBAA runs a budget of \$1,062,300. A substantial portion of this amount can be included as an economic impact on the city. Money that is given to charity can also be categorized as an economic impact on the city.

Other major areas of impact include tourism generated by El Tour de Tucson throughout the year. This tourism is in the form of visitors coming to Tucson for the purpose of bicycling. Evidence of this impact can be seen in the form of articles in Bicycling Magazine, Sports Illustrated, USA Today, and other national publications, calling attention to Tucson as a bicycling destination, specifically relating to El Tour de Tucson.

Finally, there is an increase interest and participation in cycling created by El Tour de Tucson. Choosing cycling as a regular activity can lead to a healthier lifestyle, and this lifestyle can mean fewer doctors visits and savings in medical expenses for the Tucson area. Another area that benefits from increases in cycling participation is the decrease in air pollution from commuting to work via bicycle versus cars.

Race Week Results

The most significant and direct economic impact comes from the money generated by El Tour de Tucson during the week of the race. This includes:

- Money spent by out of town riders
- Extra money spent by in town riders because of the race
- Money collected by the PBAA and dispersed among its charities
- Money spent by the PBAA to execute the race

To find the actual amounts of these impacts, surveys were taken of the riders, and the PBAA's books were looked at.

The rider survey consisted of two groups, out of town riders and local riders. Our sample size of 302 was statistically large enough to indicate that our sample was representative of the rider population of 5350.

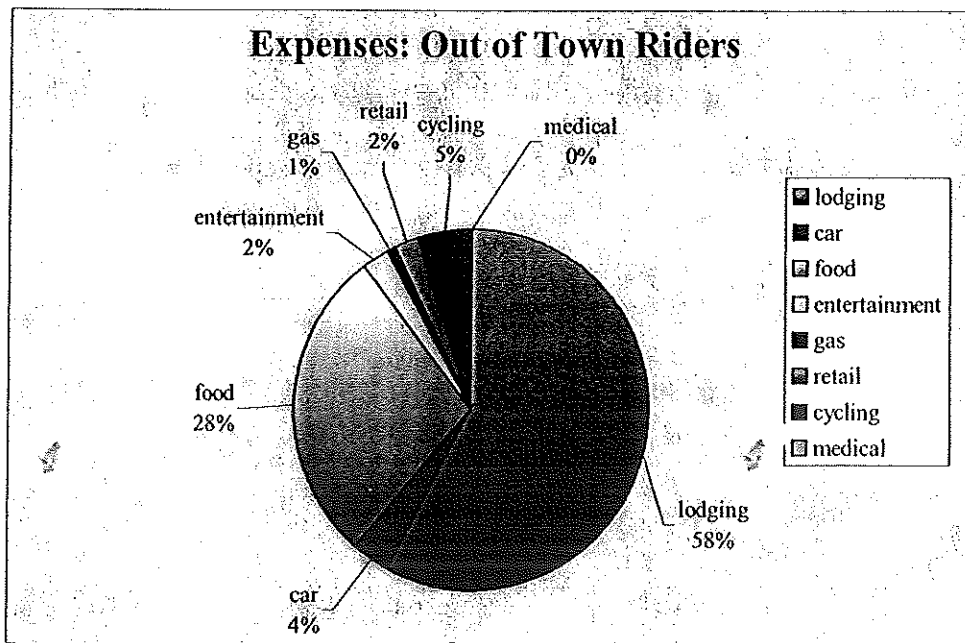
In the out of town rider section, riders were asked how many people they were traveling with, how many of these were also riding in the race, and to break down the amount of money the group spent per day. The reason for asking these questions is twofold. First, by operating under the assumption that nearly all out of town spectators of the race come in conjunction with a rider, we can account for their spending by asking about the travel party. Second, by asking to break the expenses of the group down to a per day basis, it allowed those staying in hotels and using rental cars to more easily recall the prices they were paying. For a four night stay, it seems logical that a respondent would be more likely to recall and respond with a figure of "\$89 per night" on hotel expenditures than to actually take the time to multiply out and respond "\$356." The same seemed likely for rental car, for food expenditures, and for entertainment.

The survey seemed to run into a problem though when it came to gas, retail expenditures, cycling equipment, medical and other expenses. By looking at the data, it

became clear that for these categories, respondents were answering based on the entire stay rather than per day. Responses of "\$45" for gas or "\$500" for bicycling equipment indicated that respondents were treating these categories as "Entire stay expenditures."

By treating the different categories in the manners described, we are able to arrive at a total expenditure for the entire group of people each rider was traveling with, while still maintaining a conservative approach to the study. This allows for a calculation of the total amount spent by out of town visitors, including the riders and the spectators who came with the riders, and a breakdown of that total down to a per rider basis. In theory, the output of the out of town rider survey gives a per rider amount spent for the whole weekend, encompassing all of the out of town visitors who come for El Tour de Tucson.

Figure 1

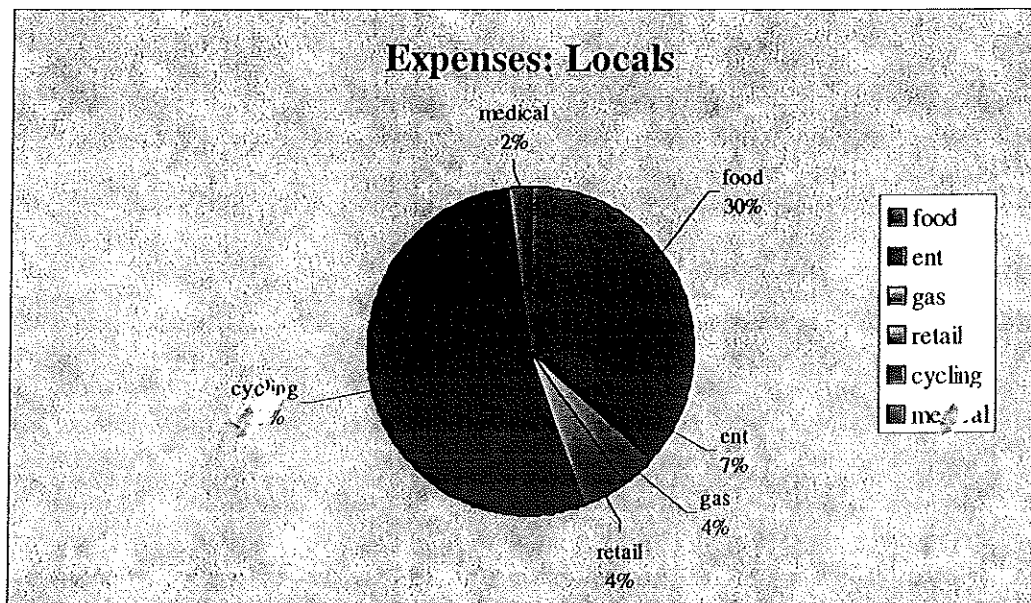


The results of our survey show that out of town visitors, broken down per rider, spend on average between \$351 and \$449 over their visits. The sample surveyed spent on average \$400 per rider. With an economic multiplier for this spending of 1.7 (See

Appendix 2) and 3387 out of town riders, race week impact from out of town riders is calculated at between \$2,024,708 and \$2,586,103. Figure 1 breaks down how this money is spent.

In town rider's impact can only be attributed to money that the riders would not normally spend if they were not involved with El Tour de Tucson. Thus our survey asked how much extra the in town riders spent over the race week. Local riders spent on average \$111 to \$189 extra over the race week. The average of our sample was \$150. With 1990 local riders, these averages translate into an added economic impact of between \$221,388 and \$376,925. In town rider spending can be broken down into the following categories (Figure 2).

Figure 2



As the charts show, the breakdown of rider spending is different for in town riders than it is for out of town riders. This would be expected, as local riders need not pay for lodging during race week.

The other area of impact that can be observed during race week is the money that is raised for charities and the PBAA budget. The various sponsorships and registration fees fund these impacts. \$3,000,000 is raised for the Leukemia Society and \$150,000 is raised for Tu Nidito from El Tour de Tucson.

The PBAA runs a budget of \$1,062,300 for the race. This money is spent on salaries of employees, marketing and advertising, and general expenses of organizing the race. The salaries are extremely significant in that they constitute jobs that would not be in Tucson if not for El Tour de Tucson. The City of Tucson provided a total of \$30,000 that is attributed to the budget as well as \$459,400 of in-kind contributions from corporations and individuals. The in-kind contributions would have been spent or used in Tucson whether El Tour de Tucson existed or not and therefore is removed from the budget expenses. This gives the economic impact of El Tour de Tucson from the budget a total of \$572,900.

When we take into consideration the impact that rider spending has, the money raised for charities and salaries we conclude that El Tour de Tucson has a Race Week Total Economic impact on Tucson of between \$5,968,995 and \$6,685,929.

Year Round Impact

To this point we have solely focused on the economic impact that occurs during the race week. Beyond the race week impact we want to look at the impact that El Tour de Tucson has year round. Three areas will be evaluated for year round impacts: tourism, publicity, and increased bicycling participation.

El Tour de Tucson plays a substantial role in drawing attention to the bicycling community in Tucson. There are several articles that refer to El Tour de Tucson and the bicycling community of Tucson as a whole that are published nationally. Bicycling Magazine, USA Today, the New York Times, Sports Illustrated, and local and state newspapers have all contributed to the publicity.

Bicycle Magazine cites the El Tour de Tucson as one of the top century (100+ mile) rides in the country and Tucson as the "third best bicycle friendly city" (*Bicycling Magazine, The Best Cycling Cities, March 1999, p53-55*). Articles in the USA Today (Rubial, Sal, "Arizona ride draws thousands of cyclists, community support," Friday, November 15, 1996) and Sports Illustrated (Banks, Leo. "Riding on the Rim," SI, March 9, 1992) refer to Tucson as a bicycle friendly city and speak favorable of El Tour de Tucson as a race that promotes bicycling as great fun. These articles are free publicity and are a real value to the city.

In 1996, a study by Alberta Charney and Julie Leones, Tourism In The Tucson Metropolitan Area: Characteristics and Impacts of Overnight Visitors 1995-1996, showed that tourism in Tucson had a \$1.5 billion economic impact. This same study showed that bicycling tourism accounts for 1% of that total. This means that nearly 25,000 people come to Tucson for the purpose of bicycling, and had a year round economic impact of approximately \$15.4 million in 1996.

These articles are factors that contribute to Tucson's bicycling tourism. This same tourism study states that 8% of out of town hotel visitors learn of Tucson through magazine articles or newspaper articles (Charney and Leones, 16). It is difficult to estimate the amount of bicycle tourism that is generated from the publicity of El Tour de

Tucson, however El Tour de Tucson can claim a substantial amount of the overall bicycle tourism that comes to Tucson.

Tucson's bicycle tourism in 1996 brought an estimated \$15.4 million to the economy that year. The following chart breaks down the yearlong amount that El Tour de Tucson brings into Tucson as a percentage of total Bicycle Tourism. For example, if 50% of Bicycle Tourism in Tucson can be attributed to El Tour de Tucson than the yearlong impact of tourism for El Tour de Tucson would be \$7.7 million.

Since 1996, El Tour de Tucson has grown by 60%. Assuming that Bicycle Tourism has grown at the same rate as El Tour de Tucson, it is possible to further project the year round impacts El Tour de Tucson has today.

Relationship Between El Tour and Year Round Bicycling Tourism		
Projected Percent of Bicycling Tourism	Year Round Impact Equivalent	2000 Projection (60% Growth)
20%	\$3,080,000	\$4,928,000
30%	\$4,620,000	\$7,392,000
40%	\$6,160,000	\$9,856,000
50%	\$7,700,000	\$12,320,000
60%	\$9,240,000	\$14,784,000
70%	\$10,780,000	\$17,248,000
80%	\$12,320,000	\$19,712,000

These projections are included to help underscore the fact that El Tour de Tucson has a large year round economic impact. These projections are only estimates of the relationship between El Tour de Tucson and Bicycle Tourism in Tucson. To find accurate percentages of Bicycle Tourism that is directly attributable to El Tour de Tucson, a more in-depth study of Bicycle Tourism would be necessary.

Another impact that El Tour de Tucson brings is the increased interest in bicycling. The survey administered during registration asked respondents whether El Tour de Tucson influenced them in starting to ride. Results of the survey show that 20% of El Tour de Tucson participants from Tucson started to ride because of El Tour de Tucson. For out of town riders the results showed a 13% increased interest in cycling. Although, these statistics do not directly attribute to the economic impact of Tucson it does have a positive affect indirectly on the citizens of Tucson: healthier citizens, higher self-esteem, and cleaner air to name a few. It is also important to note that this statistic also measures the PBAA's effectiveness of it's main objective: Promote bicycling as safe, clean, and healthy fun.

Conclusion

El Tour de Tucson provides the city of Tucson with a substantial economic impact. El Tour de Tucson brings visitors to Tucson from out of town that purchase goods and services. El Tour de Tucson creates jobs in the local economy and assists two important charitable organizations. The monetary estimates of these impacts are:

- Out of Town Rider race weekend impact between \$2,024,708 and \$2,586,103
- In Town Rider race weekend impact between \$221,388 and \$376,925
- Charitable Donations \$3,150,000
- Budget \$572,900

Total Race Week Impact between \$5,968,996 and \$6,685,928. Appendix 4 shows a comparison of these impacts.

Besides race weekend results there are several other areas in which El Tour de Tucson impacts the city of Tucson both financially and non-financially. El Tour de Tucson provides positive publicity to the city, increases bicycle tourism to the city, and increases the overall interest in bicycling. Projecting that El Tour de Tucson contributes to between 30% and 50% of the yearlong Bicycle Tourism, El Tour de Tucson would then provide a further economic impact that could range from \$1,000,000 to \$8,000,000 in bicycle tourism.

Recommendation

The benefits of El Tour de Tucson are both monetary and non-monetary. El Tour de Tucson has extensive economic impact on the City of Tucson. This study has quantified the race week economic impact of El Tour de Tucson and has attempted to make projections as to the year round economic impact the race has. The race week impact of El Tour de Tucson is between \$5,968,996 and \$6,685,928. Estimates of the year round impact are then between \$7,400,000 and \$14,000,000.

To more accurately estimate the full year round impact El Tour de Tucson has, an in depth study of bicycle tourism in Tucson must be performed. This study would involve surveying tourists throughout the year to determine their reasons for coming to Tucson. The survey would need to be designed so that it could measure the percentage of tourists that heard of Tucson, and/or came to Tucson because of publicity generated by El Tour de Tucson. Some possible questions for this survey could be:

- Why did you choose Tucson as your destination?
- Did you come to Tucson for bicycling?
- Have you heard of El Tour de Tucson?
- Did El Tour de Tucson influence your decision to come to Tucson?

By performing such a study, one can evaluate the percentage of tourism that can be attributed to El Tour de Tucson. Using these result, the year round impact that El Tour de Tucson has could be quantified as a percentage of the economic impact that tourism has on Tucson. Such a calculation would also allow for a more accurate estimate of the economic impact El Tour de Tucson has to be recomputed when new data on tourism becomes available.

Appendix 1 Survey Results

DESCRIPTIVES STATISTICS OF THE DATA EL TOUR DE TUCSON 2000

<i>Total per rider out of town</i>		<i>Total per rider in town</i>	
Mean	400.39	Mean	150.33
Standard Error	24.87	Standard Error	19.94
Median	300.00	Median	100.00
Mode	390.00	Mode	0.00
Standard Deviation	367.99	Standard Deviation	181.70
Sample Variance	135413.51	Sample Variance	33015.61
Kurtosis	7.41	Kurtosis	9.59
Skewness	2.31	Skewness	2.61
Range	2263.26	Range	1100.00
Minimum	16.74	Minimum	0.00
Maximum	2280.00	Maximum	1100.00
Sum	87685.15	Sum	12477.00
Count	219.00	Count	83.00
Confidence Level(95.0%)	49.01	Confidence Level(95.0%)	39.68

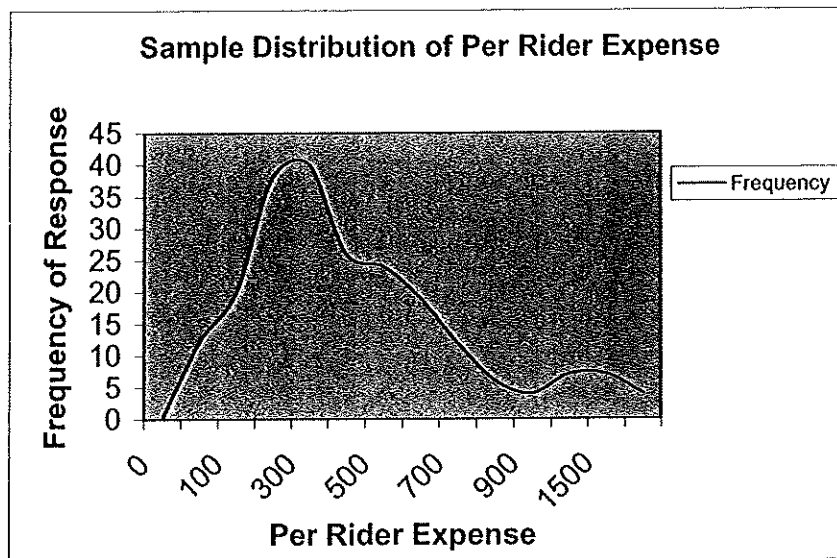
Appendix 2 Economic Money Multiplier

A brief example will illustrate how the money multiplier works. If a party comes from out of town and eats at a restaurant, the money that they bring in to town and spend is considered an economic impact. However, the money that they spent is now in the hands of the restaurant owner who disperses a portion of that money to the employees and himself/herself. They then spend a portion of that money and disperses it through out the local economy. The dispersion of new money in the economy is spent several times over.

Based on the current economic conditions and the size of the local economy, the multiplier of 1.7 was used. This is a standard multiplier that is used in Tucson based on the types of businesses, and services that are being impacted.

Appendix 3 Reasons For Use of Low Estimate

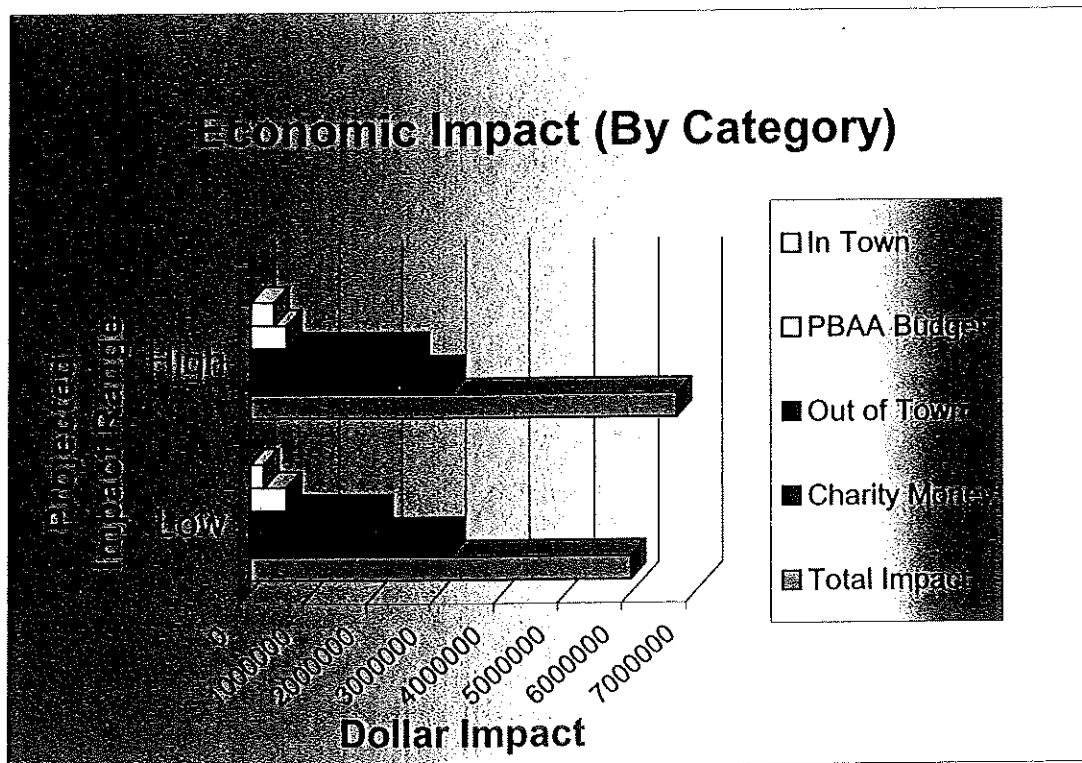
Survey results indicate that the distribution of per-rider spending is not a statistically normal curve. In other words, there are certain groups of riders that spend a significant amount of money, while the majority of the riders spend less. This causes a distribution graph that seems to have a tail leading toward positive infinity.



While the amount of money spent per-rider has no upper limit, it is bound at the low end by zero. Thus, when dealing with money, we will nearly always find that sample distributions will be "positively skewed." By choosing the low-end estimate for true mean, we are sure that we include the majority of the population.

Appendix 4 Economic Impact Breakdown

Economic Impacts		
total of out of town riders	0	0
in town	0	0
Budget of PBAA	572900	572900
Charity Money	0	0
Total Impact	0	0



Appendix 5 Survey

Survey of El Tour de Tucson Cyclists (Cyclist representatives may complete form)

Out of Town Riders

Please take a moment to answer the following questions based on the number of people who have come to the race with you.

- 1) How many people are in your party (traveling group)? _____
- 2) Of these, how many are also riders in the race? _____
- 3) How long will your group be staying in Tucson (days)? _____
- 4) Please estimate how much your group spends daily on:
 - Hotel/Motel/Camping _____
 - Rental Car _____
 - Food (Groceries) _____
 - Food (restaurants) _____
 - Entertainment _____
 - Gas _____
 - Retail Goods (i.e., gifts) _____
 - Cycling equipment _____
 - Cycling repairs _____
 - Medical (massage, doctor) _____
 - Other _____
- Total** _____
- 5) Did you start riding because of El Tour? _____

Local Riders Only

1) Please estimate how much additional expenses you will incur over the race weekend on the following:

- Food (Groceries) _____
- Food (restaurants) _____
- Entertainment _____
- Gas _____
- Retail Goods (i.e., gifts) _____
- Cycling equipment _____
- Cycling repairs _____
- Medical (massage, doctor) _____
- Other _____
- Total** _____

- 2) How many other riders are staying with you? _____
- 3) Did you start riding because of El Tour? _____

Thank you very much for your cooperation. All answers are confidential, and will be used only to aid the PBAA in research.

Sources

Cote, Alan, "The Best Cycling Cities" Bicycling Magazine, March 1999, pg. 53.

Banks, Leo W. "Riding on the Rim," Sports Illustrated, March 9, 1992

Rubial, Sal, "Arizona ride draws thousands of cyclists, community support," *USA Today*, Friday, November 15, 1996

Alberta Charney and Julie Leones, Tourism In The Tucson Metropolitan Area: Characteristics and Impacts of Overnight Visitors 1995-1996. University of Arizona Press, 1997.

Perimeter Bicycling Association Records

BUDGET INFORMATION

21. AGENCY NAME: El Tour de Tucson

Itemize all costs associated with the program/service by category (e.g., personnel, supplies, travel, grants, etc.). Provide a brief description of each.

CATEGORY AND DESCRIPTION	TOTAL BUDGET FOR ITEM	FUNDING SOURCE	
		CITY SHARE	OTHER
(1) Advertising	2,000	0	Sponsors
* (2) Bank Charges	1,300	0	Sponsors
* (3) Commissions	15,000	0	Advertisers
* (4) Dues & Subscriptions	700	0	Sponsors
* (5) Employee Benefits	15,000	0	Sponsors & Processing Fees
* (6) Employee Wages	231,800	0	Administrative & Registration Fees
(7) Entertainment	3,000	0	Sponsors
(8) Freight	2,000	0	Sponsors
(9) In kind	459,400	0	In-Kind Sponsors - See Page 11
* (10) Insurance	2,400	0	Sponsors
* (11) Insurance Event	2,500	2,500	
* (12) Legal & Professional	18,000	0	Sponsors
* (13) Licenses & Permits	200	0	Sponsors
1) Media Production	1,000	0	Sponsors
2) Office	11,300	0	Sponsors
3) Photo & Illustration	2,900	0	Sponsors
* (17) Postage	21,000	3,000	Event Processing Fees
(18) Printing	40,000	0	Advertising & Sponsors
(19) Promo Event	4,500	0	Sponsors
* (20) Rent Bldg/Office	40,800	3,000 **	Event Processing Fees
(21) Rent Event Equipment	12,000	4,500	Pima County
* (22) Rent Office Equipment	13,000	0	Royalty Fees
* (23) Repairs & Maintenance	2,000	0	Royalty Fees
(24) Supplies - Medallions	8,000	0	Pima County
(25) Supplies - Merchandise	40,000	0	Retail Sales
(26) Supplies - Miscellaneous	4,000	0	Sponsors
* (27) Supplies - Rider #	2,000	0	Sponsors
(28) Supplies - Trophies	3,500	0	Pima County & Sponsors
(29) Supplies - T-Shirts	25,000	0	Retail Sales & Sponsors
* (30) Tax - Employer	25,000	0	Beneficiary & Registration Fees
(31) Tax - Sales	4,000	0	Advertising
* (32) Telephone	8,000	0	Annual Fees
(33) Traffic Control	30,000	17,000	Pima County
(34) Travel - Auto	3,000	0	Advertisers
(35) Travel - Other	2,000	0	Sponsors
(36) Typsetting	3,000	0	Advertisers
(37) Writing & Edition	3,000	0	Advertisers
TOTAL	1,062,300	\$30,000	

* Administrative Costs \$ 411,000 Percent of Budget 39%

This \$3,000 is for renting space at the Tucson Convention Center for El Tour activities.

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EDUCATION THE UNIVERSITY OF ARIZONA

Tucson, AZ

The Eller Graduate School of Management

Masters of Business Administration, May 2002

- Emphasis on Finance
- Member, MBA Consulting Group – performed economic impact study of National Bicycling Race in Tucson
- Member of MBA Finance Working Group and Marketing Working Group

College of Humanities

Bachelor of Arts Religious Studies, May 1998

- University of Arizona Swimming Team Captain 1996-1997
- Volunteer Assistant Swim Coach, University of Arizona 1997-1998

EXPERIENCE AXSYS NATIONAL BANK

Tucson, AZ

Summer 2000 **Call Center Coordinator**

- Responsible for team of 22 customer service providers for credit customers
- Developed and managed relationships between team members and customers, including conflict resolution
- Initiated quality based bonus program for customer services providers
- Enforced and upheld adherence to company policy, including hiring and firing of employees

1999 – 2000 **AMPHITHEATER SCHOOL DISTRICT**

Tucson, AZ

Mathematics Teacher

- Asked to be full time teacher after year long substitute position in an elementary school 1998 – 1999
- Responsible for six classes with a total of 160 students
- Developed and implemented curriculum
- Presented information daily in the clearest possible manor, working to diminish communication difficulties
- Provided personal tutoring and extra help on a regular basis

1998 – 1999 **TOWN OF ORO VALLEY**

Oro Valley, AZ

Assistant Manager, Dennis Weaver Pool

- Supervised 18 lifeguards, ages 16 – 19
- Provided a safe, fun atmosphere for children and adults by continually educating lifeguards regarding safety and procedures
- Revamped swimming lesson program and increased participation by 90% to 150 children per week
- Increased revenue of swimming pool by 95% through implementation of various programs

1995 – 1998 **SWIM SOUTHWEST**

Tucson, AZ

Retail Sales Associate

- Provided product information and specifications to customers
- Responsible for receiving inventory and entering into inventory
- Checked cash and receipt balances daily

ADDITIONAL 1989 Sea Breeze Community Service Award, and Congressional Citation for Community Service

Five time NCAA All-American and All-PAC 10 Swimmer

Swimming Lesson Instructor and/or Swimming Coach for over 11 years, including presently

Computer literate including Power Point, MS Excel, MS Word, MS Office, Mac OS, and MS Access

Interests include all sports, camping, rock climbing, golf, and photography

Avid Fly Fisherman

SEAN PAXMAN

1579-A East Prince Rd

Tucson, AZ 85719

520-318-0254

spaxman@bpa.arizona.edu

EDUCATION

UNIVERSITY OF ARIZONA

Tucson, AZ

THE ELLER GRADUATE SCHOOL OF MANAGEMENT

Master of Business Administration, May 2002

- Emphases in Finance and Marketing
- MBA Consulting Project: Economic impact study for The Tour De Tucson – Researched and analyzed data, designed and administered survey to determine specific benefits from spectators and riders, and acted as liaison between organizations
- MBASA: Philanthropy Working Group and Financial Working Group

BRIGHAM YOUNG UNIVERSITY

Provo, UT

Bachelor of Arts in Economics, Business Minor, April 1997

- Economics Department: 1st Place in Team Securities Portfolio Management Competition
- BYUSA: Assistant Coordinator to Kids on the Move Volunteer Program

EXPERIENCE

ESCROWDATA.COM

Orem, UT

Sales Associate– Eastern Seaboard Region

- Contacted prospective clients for sales presentation preparing them for online demonstrations
- Designed marketing materials and sales scripts for use in the Eastern Seaboard Region to increase interest in our products and services

1999-2000

PRESTIGE WIRELESS

American Fork, UT

Outside Sales Representative

- Consulted small firms in developing internal wireless communications
- Calculated cost-benefit analysis providing data supporting my recommendations and presented this information to the companies
- Implemented a local marketing plan aimed towards college students that included a referral plan, drop boxes for leads, and new marketing collateral

1998

FINANCIAL DEVELOPMENT SERVICES

Orem, UT

Account Executive

- Assisted new entrepreneurs with basic Internet marketing strategies, lead generation, and general business practices
- Referred clients to a consulting specialist for more in depth managerial training courses

1997-1998

MELDESCO

Sandy, UT

Store Manager

- Coordinated daily management tasks in a timely and efficient manner including staff schedules, general conflicts, inventory control, and statistical database maintenance
- Hired and trained sales, stocking, and cleaning staff
- Responsible for achieving sales goals, setting up floor layouts, and creating in store cross promotions

ADDITIONAL

- Producing cost analysis report and feasibility study for a local start-up business
- Served in a volunteer religious organization providing welfare services and religious activities in Argentina for two years – Managed as a District Leader in charge of between four to seven volunteers where I was responsible for the group's training, health, and morale
- Speak, read, and write Spanish

MARLENE MENDEZ

728 North Tucson Blvd. Tucson AZ, 85716

Phone (520) 323-9617

Email: mmendez@bpa.arizona.edu

EDUCATION

UNIVERSITY OF ARIZONA

Tucson, AZ

The Eller Graduate School of Management

Master of Business Administration, May 2002

- Emphases in Marketing and Entrepreneurship
- Consultant, Economic impact of El Tour de Tucson

UNIVERSIDAD ALBERT EINSTEIN

San Salvador, El Salvador

Architecture and Engineer Department

Bachelor of Science in Architecture, March 1996

- Special acknowledgement for high grade obtained in graduation project (97%)
- Member of the Theater Art Group (poetry)

EXPERIENCE

AVANCE ENGINEERS, SA de CV.

San Salvador, El Salvador

Project Architect

- Supervised construction: oversaw building process, controlled and allocated resources in the following projects:
 - “Monte Sión II”, Nueva San Salvador (72 home project, with a \$5,000,000.00 budget, and 225 workers)
 - “Santa Elena II”, Nueva San Salvador (90 home project, with a \$8,300,000.00 budget, and 350 workers)

1993-1996

MENA Y MENA ENGINEERS, SA de CV.

San Salvador, El Salvador

Design and Project Architect

- Served as construction Supervisor of “ZENIT”, a two floor business building, in downtown San Salvador
- Designed and supervised the construction process of several home remodeling projects
- Prepared budget for three home remodeling projects (an average of \$40,000.00 each) and ZENIT (\$600,000.00)

1992-1993

MG ENGINEERS, SA de CV.

San Salvador, El Salvador

Assistant to the Architecture Department

- Designed and presented home remodeling proposals to clients
- Prepared and presented budget for remodeling projects to senior engineers

1991

POASA

San Salvador, El Salvador

Drafter

- Drafted structural specifications for engineer company

ADDITIONAL

- Bilingual: English and Spanish
- Knowledge of Auto Cad
- Attended two semesters ESL at PIMA Community College, Tucson, AZ (1997)
- Qualified Construction Worker in IOPIC, El Salvador (1995)
- Interests include theatrical arts, music, poetry and dance

NOTE: ATTACHED LETTER AND PACKAGE MAILED TO:

1/21/01

Economic Impact MAILED TO:

- ALAN FISCHER, THE ARIZONA DAILY STAR (1)
- MAYOR WALKUP (1)
- ALL CITY COUNCIL MEMBERS (6)
- RICK VAUGHAN OF TUCSON CONVENTION & VISITORS BUREAU (1)
- MILT FOAT, MESA CONVENTION & VISITORS BUREAU (1)
- ALL PIMA COUNTY BOARD MEMBERS (5)
- CHUCK HUCKLEBERRY, PIMA COUNTY MANAGER (1)
- JENNIFER SCHOWENGERDT, COMMUNITY SERVICES, OUTSIDE AGENCY (1)
- CRAIG BAKER, THE ELLER GRADUATE SCHOOL (1)
- DAVID SILVER, K-GUN TV 9 (1)
- DAN RYAN, KVOA TV 4 (1)
- HELAINE LEVY, DIAMOND VENTURES (1)
- MIKE CHESNICK, TUCSON CITIZEN (1)
- LINDA COHEN, CALIBER COMMUNICATIONS (1)
- PENNIS GRIFFIN, TOUCHSTONE ENERGY (1)
- CHRIS BRADY, CONSULTANT
- SEAN PATRICK, CONSULTANT
- MARLENE MENDOZA, CONSULTANT
- JANET WOOLUM, AZ OFFICE OF TOURISM (1)
- TIM KANAVEL, AZ DEPT OF COMMERCE (1)
- JAMES KEEFE, CITY OF TUCSON MANAGER (1)
- KIRKUL BERT, DEPT OF ECONOMIC SECURITY (1)
- MARK McDERMOTT, AZ OFFICE OF TOURISM (1)