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Upcoming Events

- October 15 — Draft Feedback Reports due
- October 15 — Board of Overseers Meeting
- October 19 — Panel of Judges Training
- October 23-24 — Baldrige Fall Conference, Denver, CO
- November 5 — Panel of Judges Meeting
- November 28 — Board of Directors Meeting
- November 26-30 — PE Applicants notified selection/non-selection
- November 30 — Leadership Award Nominations due
- Mid December — Final Feedback Reports sent to Applicants

Letter from the Chair of the Southwest Alliance for Excellence Board of Directors



Carl F. Herring, III
Manager III,
Quality Assurance
Engineering
Raytheon Missiles
Systems

"I strongly encourage organization leaders to participate in SWAE. I'm confident that it will strengthen their organization's awareness of quality performance, enhance their competitive market position, and bring new insights on how other companies outside their industry are raising the bar on quality."

— **David A. Dexter,**
President & CEO,
Sonora Quest
Laboratories

Here we are closing out the third Quarter of the year. I try to reconcile seeing Christmas decorations in the stores while the temperature is still above 100. Looking back, the year has flown by and has been very exciting for the Board at SWAE.

The Board has continued to expand our business presence to give our member and other interested organizations the opportunity to work with SWAE and to use our resources. This last quarter we have been working to improve our presence on social media. We have placed advertisements on Facebook that are targeted to the three states we support: Arizona, Utah, and Nevada. These advertisements provide insight into the benefits that SWAE and the Baldrige criteria can provide to improve an organization. We are pleased with the results thus far, and we are expecting new requests for support.

SWAE is looking to provide more innovative support to organizations in our three state focus area. We recently conducted a survey to understand our customer and stakeholder needs and we are analyzing the results now to understand what improvements we need to make. I hope you had the opportunity to participate in the survey. We are looking to provide new services such as examiner training on site for a company that has begun the Performance Excellence journey in addition to targeted trainings on site for customers and an online survey product that produces a feedback report. Of course, the Performance Excellence Award Program and Leadership Award remain our priority.

To make sure you are aware of our social media presence, SWAE is connected on Facebook, LinkedIn, and Twitter. My ask for you, then, is ...Have you "Liked", "Linked", or shared a SWAE Tweet?

If you have suggestions how SWAE can better serve you or your organization, please send us an email at KShepard@SWAE.org.

Carl F. Herring, III
Chairman of the Board of Directors
Southwest Alliance for Excellence
SWAEChair@SWAE.org

Performance Excellence Program Update

We had one Level 4 Application and two Process Level Applications submitted for the 2018 Performance Excellence Program Cycle. One applicant is from the healthcare industry and two are government.

Stage 1 of the program cycle was independent review which took place during the month of July, Stage 2 is consensus review and that took place during the month of August. All teams have come to consensus and have identified site visit issues to be clarified and verified during Stage 3 Site Visit.

Our 2018 Performance Excellence Program cycle is currently in Stage 3 of the process. All examiner teams are conducting applicant site visits September 17 through October 5, 2018. The applicant draft Feedback reports will be due to SWAE on October 15th. The Panel of Judges will meet on November 5th to determine which organizations will be recommended as recipients. Applicants will be notified by November 30th whether they are recipients and all Final Feedback Reports will be sent to applicants by mid December.

SWAE 2018 Members & Partners

We would like to take this opportunity to say “Thank You” to all of our members and partners for their continued support of the **Southwest Alliance for Excellence** and their commitment to quality improvement.

Arizona: *Accumen, APN Staffing & Employment Solutions, Arizona State Retirement System, Arizona Technology Council, Beyond Feedback, Canyon State Credit Union, City of Goodyear, Deer Valley Unified School District, Honeywell International, Lockwood & Associates, LLC, Maricopa County CC District—ITS, MSSBTA, Raytheon, Sacaton Elementary School District, Scottsdale Medical Imaging, Sonora Quest Laboratories/LSA, Town of Gilbert, Vantage West Credit Union, Yuma Regional Medical Center.* **Nevada:** *City of Henderson, Montevista Hospital, Nathan Adelson Hospice.* **See major Sponsoring members on last page!!**

Individual Members: *Deborah Cameron, Carla Carter, Kevin Engholdt, Chuck McLane, Robert Mitchell*

Partners: *Arizona Small Business Association, ASQ—Phoenix, Tucson, Salt Lake City, Golden Spike, UT & Las Vegas Sections, Las Vegas Lean Six Sigma, MoreSteam, Scottsdale Chamber of Commerce, The Performance Management Group, VG Strategies, LLC.*

Welcome to our newest Members: *AzDOA Government Transformational Office and R.E. Darling Co.*

Individual Members: *Chuck McLane*

****If your organization is not a member of SWAE take the time to review *The Benefits of Membership on page 7-8*, if your organization is a member don't forget to renew your membership for 2019.

Southwest Alliance for Excellence *2019 Leadership Award*

SWAE is proud to present the fourth annual premier leadership award in the Southwest!

We are now accepting nominations for the 2019 SWAE Leadership Award.

Award and Recognition

The Southwest Alliance for Excellence (SWAE) Leadership Award is an annual award recognizing an individual who exemplifies outstanding leadership in the pursuit of performance excellence and has furthered performance improvement beyond the boundaries of their organization.

Recipients can represent any industry and any type or size organization in Arizona, Nevada or Utah. They are dedicated to and demonstrate leadership behaviors and results consistent with SWAE Core Values, community involvement, corporate citizenship and economic development. They must be willing to share their leadership practices as they relate to the SWAE Core Values and Leadership Behaviors.

The Award recipient will be presented at the Annual Southwest Alliance for Excellence (SWAE) Performance Excellence Program Award Banquet in January/February 2019 (Date TBD). All nominees are requested to attend the Banquet.

Leadership Award Nomination

- Nominees may be nominated by anyone; no self-nominations permitted. The Southwest Alliance for Excellence will confirm receipt of the nomination by e-mail.
- Nominees do NOT need to be a member of the Southwest Alliance for Excellence.
- A nomination submission includes a nomination form, a nominee's biography or curriculum vitae (no more than 3 pages), and a nomination essay.

[Click here for the 2019 Nomination Form](#)

Nominations must be received by November 30, 2018, to be eligible for the 2019 SWAE Leadership Award.

The 2019 Award Recipient will be announced at the SWAE Performance Excellence Program Award Banquet (date TBD).

For more information about the SWAE Leadership award, click [here](#) or contact the Southwest Alliance for Excellence at (480) 874.5815 or kshepard@swae.org.

ELEVATE EXCELLENCE

2018 Baldrige Fall Conference – October 23 - 24,
Hilton Denver City Center, CO

The conference is presented by the **Baldrige Alliance for Performance Excellence** in partnership with the **Baldrige Performance Excellence Program**, and is hosted by Rocky Mountain Performance Excellence and the Wisconsin Center for Performance Excellence.



Baldrige Fall Conference

Hilton Denver City Center

OCTOBER 23 - 24, 2018

www.baldrigeconference.org

Save \$45! Early bird pricing through 9.7.18.
Group discounts available

Don't miss this extraordinary learning and networking opportunity!
We'll see you there!

For more information, visit www.baldrigeconference.org.

Continued on next page

The need to elevate your organization’s performance has perhaps never been greater: customers and other stakeholders expect more, competent workers are growing scarce, and competition is intensifying. But – with the complexity of organizations – where does one start? How do you know on which processes to focus? And how to do you achieve – and sustain – high performance over time?

Attend the 2018 Baldrige Fall Conference, October 24 in beautiful Denver, Colorado! Learn proven best practices that advance continuous improvement and performance excellence, as 17+ speakers share insights to improving areas such as leadership, customer service and satisfaction, workforce engagement, operational and process performance, financial and marketplace results.

- ◆ Hear from all [five 2017 Baldrige recipient organizations](#)
- ◆ Choose a mix of other presentations from an array of valuable **breakouts** and **“intensive” sessions**
- ◆ Attend [pre-conference activities](#) on **October 23**:
 - * Half day workshop options including *Introduction to Excellence: Baldrige 101* and *Moving from Interest to Action*;
 - * Experience “excellence in action” via a full-day learning tour of award-winning Fort Collins, home to Baldrige recipients, City of Fort Collins and Elevations Credit Union;
 - * a fun western-themed evening reception with hearty appetizers, cash bar and some special treats
- ◆ **Network** with hundreds of other leaders and professionals interested in continuous improvement and performance excellence.
- ◆ Enjoy the energy and elevation of the [Hilton Denver City Center](#) and all the **Mile High City** offers. Come early, stay late – learn, relax, refresh!



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The Value of Belonging...

"WHAT DO WE WANT OUR ORGANIZATION TO BE? WHAT WILL SUCCESS FOR OUR ORGANIZATION LOOK LIKE?"

Southwest Alliance for Excellence (SWAE) can help you answer these questions and more through our approach to organizational assessment, performance and the development of best practices. As stated by one of our members, "Participation in SWAE will strengthen your organization's awareness of quality performance and enhance your competitive market position." If you want your organization to exude excellence and a progressive culture, then it is important to immerse your organization in a community that works toward the same shared vision. Explore all that Southwest Alliance for Excellence has to offer:

WE ARE YOUR TIMELY RESOURCE FOR ACCURATE AND INNOVATIVE INFORMATION

Access to Best Practices – Southwest Alliance for Excellence focuses on:

- Best practices employed by health care, education, government and private sectors.
- Relevant learning opportunities.
- Benchmarking tours and networking opportunities as well as workshops on the Performance Excellence Program.

Tools you can use:

- Review key points from the Baldrige Criteria and Resource Library.
- Visit the Case Studies and Awards portion of the website to find creative solutions and innovative practices.
- Use our e-learning program as a professional development and training tool for your organization.

EVERYONE IN EVERY DEPARTMENT CAN BENEFIT

Your Entire Organization Belongs – Membership in SWAE is unique, in that:

- Every employee in your organization can benefit from SWAE services.
- We support participation of employees at all levels and from all departments.
- We will help you develop and support a culture of excellence throughout your organization.

Tools you can use:

- Contact SWAE to host a personalized forum about the benefits of belonging.
- Register additional staff so they can begin to receive information and participate.

USE SOUTHWEST ALLIANCE FOR EXCELLENCE SERVICES AND YOU WILL SEE THE DIFFERENCE

Tangible Improvements – You can benefit from measureable organizational improvements by:

- Saving money by completing in-house projects with information that SWAE provides.
- Accessing practical ideas, suggestions and programs in use by progressive organizations.
- Replicating and reinventing service improvements used by other organizations.

Tools you can use:

- Participate in the Performance Excellence Program to improve your organization's processes.
- Attend the Performance Excellence Program Awards Banquet to hear best practices of award recipients that can be implemented in your organization.

CONNECTING MEMBERS IS WHAT WE DO BEST

Knowledge Network of Members – We are made up of a wide network of organizations:

- Members value receiving information as well as sharing their innovative best practices.
- We connect you to organizations that have similar interests.
- Through SWAE Ambassadors, we focus on you as a unique organization.

Tools you can use:

- Sign up for informational e-blasts and newsletters.



The Value of Belonging...

CONNECTING MEMBERS IS WHAT WE DO BEST

Knowledge Network of Members – We are made up of a wide network of organizations:

- Members value receiving information as well as sharing their innovative best practices.
- We connect you to organizations that have similar interests.
- Through SWAE Ambassadors, we focus on you as a unique organization.

Tools you can use:

- Sign up for informational e-blasts and newsletters.
- Contact SWAE to be connected to appropriate members and ambassadors.

REAP THE BENEFITS!

Membership Rates

Size:	# of Employees:	Member Dues:
Small	2-99	\$275
Medium	100-500	\$550
Large	501-1,000	\$1,100
Very Large	1,000+	\$ 1/per employee (maximum of \$5,500)
Individual Membership:		
	N/A	\$85

HOW DO WE JOIN?

Simply complete and return the form below to join today. We'll do the rest to get you started on the road to performance excellence!

SELECT THE MEMBERSHIP TYPE: Small Medium Large Very Large Individual

Organization _____ # of Employees _____

Contact Person _____ CEO/Highest Official _____

Address _____ City/State/Zip _____

Phone _____ ext. _____ Fax _____

Email _____ Company Web Site _____

METHOD OF PAYMENT: Check AMEX MasterCard Visa

(Make checks payable to Southwest Alliance for Excellence; there is a 5% service fee for credit card payments)

Card Number _____ Exp. Date _____ Sec. Code _____



Baldrige Express Survey

Are your improvement steps working?

When you take steps to better your organization, you need to know if your efforts are working. But figuring that out can be easier said than done.

Southwest Alliance for Excellence is pleased to partner with the Alliance for Performance Excellence to offer Arizona, Nevada and Utah organizations an affordable and easy-to-use self-assessment tool.

Baldrige Express is an online survey-based assessment that synthesizes points of view from all parts of your organization, combining the benefits of survey speed with the accuracy and completeness of a written narrative. An in-depth feedback report is provided.

[Click here to view additional information on Baldrige Express.](#)



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Contact us for reliable laboratory services of award-winning quality





Let the Soap and Water Flow (Maybe!)

By [Harry Hertz "The Baldrige Cheermudgeon"](#)

Last week was the final straw! It drove me to writing a blog posting. It took three sinks to wash my hands in a public restroom (fortunately, it had three sinks!). It required two to get the water flowing and a third to get soap. You know the cause of my frustration..... the automatic, sensor-driven water and soap dispensers. I am sure you have been there; you wave your hands, you move them in and out, you move them up and down, but still no water or soap. Once you achieve success, you chuckle as you watch...[Read more](#)



Small Business Sees Environmental Excellence as Part of its Own Performance Excellence

By [Dawn Bailey](#)



For our military defense during World War II, enormous trucks, airplanes, and other heavy equipment rolled out of factories, and they needed durable metal nameplates for identification. To fill that need, in 1946, Texas Nameplate Company was founded in Dallas. Fast forward to 1998, when Texas Nameplate Company, Inc. became the smallest company ever to receive the....[Read more](#)

I Really Care!

By [Harry Hertz "The Baldrige Cheermudgeon"](#)

"In the future, if you don't have worthwhile input, please just don't speak." How is that statement for motivating and encouraging you? Have those words, or something similar, ever been said to you? Or have you ever felt that message delivered by the body language of your boss or colleague? I have and it certainly impacted my mental engagement, at least temporarily. It also made me question the motives and desires for input on the part of my boss. Continued display of that attitude and I wanted...[Read more](#)





The Promise of the Baldrige Framework for Nursing Home Excellence

By [Christine Schaefer](#)

I've spent a significant amount of time as an adult visiting people in nursing homes (also known as long-term and post-acute care facilities, or nursing care centers). The practice started when I was in college and joined a student-run volunteer program. I was first paired with a blind, wheelchair-bound resident of a nursing care center. At 96, she was still an avid reader, so I mainly spent our visits reading poetry aloud to her and facilitating her use of audio books. Over the following decade in other cities and counties, I continued to provide occasional company...[Read more](#)



Be Ready! What Leaders Can Do to Protect Organizations Against Cyberattacks

By [Jacqueline Calhoun](#)



Leaders today must learn how to proactively increase the chances of protecting their organizations and customers from the ever-increasing threat of cyberattacks. That's because an organization's leaders have a significant responsibility in personally understanding and managing cybersecurity as a key risk area. As Microsoft founder Bill Gates stated, "Security is, I would say, our top priority because for all of the exciting things you...do with computers, organizing our lives, staying in touch with people, being creative—if we don't solve these security problems, then people will..."[Read more](#)

The Judges Panel for the Malcolm Baldrige National Quality Award chose 12 organizations to proceed to Site Visit Review, the final stage of the evaluation process for the nation's highest award for organizational performance excellence.

[Continue reading....](#)





Baldrige: Building a Foundation for Success

Baldrige core values and concepts are embedded in high-performing organizations.

Deborah J. Bowen, FACHE, CAE

The Baldrige Performance Excellence Program is one of the greatest opportunities healthcare leaders have to improve the quality outcomes, patient safety and overall performance of our nation's healthcare organizations.

[Click here](#) to read this article that appeared in the *Healthcare Executive* JULY/AUG 2018

SPONSORSHIP LEVELS & BENEFITS

-  Copper Level
-  Bronze Level
-  Silver Level
-  Gold Level
-  Platinum Level
-  Diamond Level

[Click here](#) for **Sponsorship Benefits**

The Southwest Alliance for Excellence (SWAE), a 501(c)(3) non-profit organization*, has many opportunities for organizations to be recognized and participate – through our events, programs and activities we involve thousands of people each year. Each email we send out gets distributed to over 2000 people. Our membership is active in our offerings, as are many other interested parties.

The opportunities are there—and SWAE wants to provide you with those that you desire, in addition to allowing you to be able to plan your marketing and participation efforts from the outset.

* SWAE is a non-profit corporation under IRS code 501(c)(3). Sponsorships may be a business expense; check with your financial advisor for info.



SWAE Quarterly Newsletter Advertising Opportunities & Reservation Form

Promote Your Business

Looking for a way to expand your reach to other business professionals for a low cost? Consider purchasing ad space in the *Southwest Excellence Quarterly*—the Southwest Alliance for Excellence quarterly e-newsletter! Advertising opportunities start at \$75.

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Company: _____

Address: _____ City: _____ State: _____ Zip: _____

Telephone#: _____ Fax#: _____

E-Mail address: _____

Advertising Rates

	<i>Ads should be in PDF or JPEG</i>	Sizes	Prices
<input type="checkbox"/> Full Page	(color)	7 ½ X 9 ¾	\$550
<input type="checkbox"/> Half Page Horizontal	(color)	7 ½ X 4 ¾	\$300
<input type="checkbox"/> Quarter Page	(color)	3 ¼ X 4 ¾	\$150
<input type="checkbox"/> Business Card	(color)	3 ½ X 2	\$75

Method of Payment: Check—Please **make payable to “SWAE”** and **send with this form to:**
Southwest Alliance for Excellence, 3961 E. Chandler Blvd, #111-334
Phoenix, AZ 85048

Credit Card (A 5% service fee will be charged for credit cards)

Credit Card Type: Visa Master Card Amex

Credit Card Number: _____ Exp. Date: _____ Sec. Code: _____ Zip Code: _____

Name on Card: _____ Signature: _____

For Payment by Credit Card: You can **email this form to kshepard@swae.org** or **call (480) 874-5815.**

For more information, visit www.swae.org or call 480-874-5815.



2018 Program Calendar

Date	Who	Where	Task/Item	
May 4	Applicants	SWAE Office	Completed Intent to Apply forms due	
May 11	Potential Examiners	SWAE Office	Examiner Applications Due for Performance Excellence Program	
May 18	All Examiners trained in		Pre-work for Examiner Training sent out – mandatory	
May 22 9:30 – 11:30 AM	<p style="color: red; text-align: center;">Nevada Training dates are canceled; ALL Examiners will follow the Phoenix Training dates</p>		Completed on June 5	
*June 5, 6 & 7 7:30 AM – 5 PM			Phoenix	Stage 1, 2 & 3
			Nevada	In-person only **if necessary
June 1	All Examiners trained in Phoenix		Pre-work for Examiner Training sent out – mandatory for all examiners bring completed on June 19	
June 4 9:30 - 11:30 AM	All Examiners attending Phoenix training	Webinar	Introductory Examiner Training	
*June 19, 20 & 21 7:30 AM – 5 PM	All Examiners trained in Phoenix	DVUSD Phoenix, AZ	Examiner Training- Stage 1, 2 & 3	
June 27 1:30-4:30 PM	Lead Examiners & SWAE	Webinar	2-3 hours Lead & Software Training; Site Visit Responsibilities; and initial applicant contact	
June 28 1:30-3:30 PM	All Examiners including Leads	Webinar	SBN JIT Training for Independent Review	
July 9	Applicants	SWAE Office	Completed Awards Applications due	
July 9-11	SWAE		Selection of Examination Teams, Leads, & Mentors	
July 11	SWAE		Distribute applications and supporting materials to examination teams	
July 12 1:00-3:30PM	Mentors	Webinar	Mentor Training Webinar	
July 12 – Aug 6	Examiners		Stage 1 - Independent Review of Applications	
Aug 2	All Examiners & Leads 9:30-10:30; Leads only 10:30-11:30	Webinar	SBN JIT Training for Consensus	
Aug 6 – Sept 9	Examiners & Mentors		Examiners Stage 2 – Team Conference Calls/Webinars (8-16 hours) & Consensus report completed	
Aug 8 1:00-3:30 PM	Applicants	TBD	Workshop – “How to Prepare for a Site Visit” - Sandy	
Aug 30	All Examiners 1:30-2:30; Leads 1:30-3:30	Webinar	SBN JIT Training for Site Visit	
Sep 10	Lead Examiners	SWAE	Consensus scorebooks & scoring sheets with mentor review due	
Sep 10-21 or 28	Examiners & Mentors		Site Visit Preparation	
Sep 23-28 & Sep 30 - Oct 5	Examiners/Mentors/ Applicants		Stage 3 - Site Visits completed (Site Visit time based on applicant type)	
Oct 15	Examiners	SWAE	Draft Feedback Reports with mentor review due (send to tech editor)	
Oct 19 1:00-4:00PM	Judges	TBD	Panel of Judges Training	
Nov 5	Judges	TBD	Stage 4 - Panel of Judges Meeting	
Nov 5 – 19	Judges & Lead Examiners		Finalize feedback report with tech edits	
Nov 12-19	SWAE		Stage 5 - Final Due Diligence conducted	
Nov 19	Lead Examiners	SWAE	Final Feedback Reports due	
Nov 26 – 30	SWAE		Applicants notification of selection/non-selection	
Dec 3	SWAE		News Release distributed reporting Recipients	
Nov 20 – Dec 9	SWAE		Editing of feedback reports	
Mid Dec TBD	SWAE		Feedback Reports provided to all applicants	
Jan/Feb. 2019	SWAE	TBD	Recognition Banquet for Recipients and Volunteers	

Examiner Information
Applicant Information

Revised 5/15/18

SBN: Scorebook Navigator Software

Thank You to Our Sponsors!

Southwest Alliance for Excellence—formerly Arizona Quality Alliance—is a non-profit corporation that advances improvement and excellence in organizations, communities and individuals. To achieve our mission we will:

1. Administer the Performance Excellence Awards Program based on the Malcolm Baldrige Criteria; and annually recognize, showcase & highlight outstanding achievement in performance excellence.

2. Train individuals to become experts at assessing and evaluating, entire organizations or individual processes using the Criteria for Performance Excellence.

3. Facilitate programs so organizations can find and implement proven best practices to achieve a competitive advantage.

4. Provide organizations with a comprehensive, cost-effective performance analysis with extensive feedback based on the Malcolm Baldrige criteria.

5. Create and deliver relevant workshops, benchmarking tours and seminars that will develop the skills and knowledge of performance excellence professionals.

6. Provide a dynamic environment for professional networking and knowledge sharing.

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Partners



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