

2022

BUSINESS AGENDA



UNITING BUSINESS | ADVANCING ARIZONA

azchamber.com



COX'S GRAND SLAM IMPACT IN ARIZONA

We believe life gets better when we have more moments of real human connection. In addition to Cox's best in class communication networks that bring people closer, we're champions for community initiatives that positively impact the lives of our Arizonans.

From digital equity investments with local school districts to our significant economic contributions, Cox knows a connected community is a stronger community.

Connect2Compete • Special Payment Program (CARES Act) • ConnectAssist • Emergency Connectivity Fund (ECF) • Emergency Broadband Benefit (EBB)



\$33M

Community Investment

\$5.5 B

Economic Input

51,000

Volunteer Hours by Employees

30,000

Miles of Broadband Network

3,100+

Employees

To learn more about Cox's Connect2Compete program, ConnectAssist, or our role in supporting the Emergency Broadband Benefit visit cox.com/digitalequity



ARIZONA CHAMBER OF COMMERCE & INDUSTRY

MISSION STATEMENT

The Arizona Chamber of Commerce and Industry is committed to advancing Arizona's competitive position in the global economy by advocating free-market policies that stimulate economic growth and prosperity for all Arizonans.

GUIDING PRINCIPLES

Promote a Globally Competitive Tax Climate

The Arizona Chamber of Commerce and Industry believes low taxes and fiscal responsibility are the cornerstones of economic growth. The Chamber advocates for a culture of tax relief and sound budgeting that will make Arizona a smart place to do business.

Decrease the Regulatory Burden on Business

The Arizona Chamber of Commerce and Industry believes the state and its counties and municipalities should make it easier, not harder to do business. The Chamber works to relieve unnecessary and cumbersome regulatory burdens placed on Arizona businesses.

Sustain a Strong Workforce

The Arizona Chamber of Commerce and Industry believes it is vital that Arizona develop a labor environment that is competitive and adapts to changing workforce needs. The Chamber promotes policies that educate and attract a quality workforce to meet the needs of employers.

Maintain a Strong Infrastructure

The Arizona Chamber of Commerce and Industry believes that strong and modern infrastructure is essential to a healthy economy. The Chamber promotes policies that strengthen Arizona's essential infrastructure, including education, transportation, health care, water, electricity, and communications.

Support Economic Development and Diversification

The Arizona Chamber of Commerce and Industry believes that to maintain a strong economy, Arizona must attract and develop businesses in diverse industry sectors. The Chamber supports policies that improve Arizona's economic vitality, retain existing businesses, and spur new business growth and job creation.





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LETTER FROM CHAMBER LEADERSHIP



DANNY SEIDEN
President & CEO



NICK GOODMAN
Chairman of Board



MONICA COURY
*Chairwoman
Public Affairs*



MARK GASPERS
*Chairman
Arizona Manufacturers
Council*

Dear Friends,

In 2021, Arizona recovered jobs lost during the Covid-induced downturn faster than almost any other state in the country. Now, we enter a New Year with an economy that is not just recovering but thriving.

That did not happen by accident. The robust recovery was made possible, in large part, by Arizona's pro-growth policies supported by the state Legislature, Governor Doug Ducey, and our state's job creators.

Last year's legislative session ensured Arizona will continue to be a nationwide leader in job growth. The Arizona Chamber of Commerce & Industry and Arizona Manufacturers Council (AMC) were proud to support legislation that delivered a once-in-a-generation tax reform that lowered the state income tax, protected small business filers, and lowered the commercial property tax assessment ratio.

We were also pleased that legislators and the governor came together to establish commonsense liability protections for health care providers, businesses, schools and universities, non-profits, and government entities that are taking responsible steps to prevent the spread of the virus. We also saw a major win for manufacturers thanks to a successful bipartisan effort that increased the cap on the Qualified Facilities Tax Credit. And Arizona remains a leader in adopting reforms that help students access educational environments that allow kids to reach their full potential.

We look forward to building on those accomplishments in the coming year. We will continue to pursue policies that cut red tape and reduce litigation for business owners. We will support efforts that expand access to high-quality schools for all, improve academic outcomes, empower parental choice in education, and prepare our students for the workforce of the future. We will advocate for investments in the strong and modern infrastructure critical to Arizona's job creation, economic competitiveness, and overall prosperity. We will be a vocal proponent of free market principles that support employers and entrepreneurs, promote innovation, and advance Arizona's standing as a premier destination in which to work and do business. We will champion smart safeguards that prevent out-of-state activists from using our ballot initiative system to enact policies that harm our competitive standing.

And you can bet that we are not done fighting for job creators and taxpayers.

The Chamber and AMC are proud to share this annual Business Agenda with you and we look forward to working with the administration of Governor Doug Ducey, the entire state Legislature, and the congressional delegation to make the next year one of economic vibrancy and prosperity.

If your company is not already a member, we invite you to join us in our ongoing efforts to make Arizona the country's best state for business.

Sincerely,

Danny Seiden

Nick Goodman

Monica Coury

Mark Gaspers





Dear Friends,

Cox Communications is proud to work alongside other dedicated businesses whose leaders steer the Arizona Chamber of Commerce to continued success as the preeminent business advocacy body in our state. While I am new to my role as senior vice president and region manager for the Cox Southwest Region, I am looking forward to continuing our partnership with the Arizona Chamber of Commerce.

As a family-owned business, Cox serves metro Phoenix and Southern Arizona with residential and business digital television, 1G high-speed Internet, security systems and digital telephone over our own, nationwide IP network.

Cox generates \$5.5 billion in total economic activity for Arizona each year, employs 3,100+ talented individuals and supports 11,250+ jobs in the state. We've invested more than \$2.7 billion over 10 years, with no plans to slow down, providing 30,000 miles of fiber optic and coaxial infrastructure producing the fastest speeds and most bandwidth available in the residential and commercial markets. Cox also contributes to vital state and local government programs in Arizona, generating \$84.2 million in annual state, local and franchise fees.

Underpinning Cox's economic impact on Arizona is our fundamental commitment to close the digital divide through accessibility initiatives in Phoenix and Southern Arizona. Cox is proud to provide affordable Internet service to qualified Arizona families in need with school-age children through our Connect2Compete program. Expanding our low-cost Internet programs, this year we added ConnectAssist serving qualified

families in need without children in grades K-12, and those receiving Veterans Pension & Survivors Benefits, Tribal Assistance, Supplemental Security Income, and/or Medicaid.

As important as making the Internet accessible to all is reaching deep into the communities where we live and work to lift those that serve others. We annually invest approximately \$33 million in the Arizona communities we serve. This year, on the 25th Anniversary of Cox Charities, Cox employees volunteered 51,000 hours in the community and donated nearly \$500K to 113 Arizona nonprofit environment and sustainability programs, education and diversity programs. In addition, Cox awarded (10) \$3,500 Cox Diversity Scholarships to Valley high school students to support their future education. We also provide 43 Cox Computer Labs throughout Phoenix and Southern Arizona in partnership with various nonprofits, including Boys & Girls Clubs, Chicanos Por La Causa and Goodwill.

The relationships we have and are building every day will survive these uncertain times and Cox is already working on the next great Internet technology advance - 10G. As our homes continue to support remote work, digital learning, telehealth, and entertainment, we are prepared to serve the myriad of digital needs that lie further ahead. Stay tuned for speeds that are 10x faster and will transform residential and business experiences wherever we connect.

Percy Kirk
Senior Vice President & Southwest Region
Manager
Cox Communications





ARIZONA MANUFACTURERS COUNCIL

MARK GASPERS, THE BOEING COMPANY, CHAIR

MISSION

The Arizona Manufacturers Council mission is to promote and enhance a positive business climate for manufacturing and related industries that operate within Arizona.

GUIDING PRINCIPLES

ECONOMY;

MAKE ARIZONA A DESTINATION OF THE RE-SHORING OF MANUFACTURING JOBS: Ensure that Arizona provides a globally competitive environment for the manufacturing sector that invites capital, promotes innovation, and furthers investment in research and development. Promote Arizona as a preferred location for manufacturing investment formerly performed overseas and highlight Arizona's competitive assets through an integrated economic development strategy.

ATTRACT AND RETAIN INVESTMENT IN ARIZONA MANUFACTURING: Adopt policies that provide a foundation for global competitiveness, drive innovation, promote advancements in technology, protect all forms of manufacturers' intellectual property, and encourage research and development.

EDUCATION AND WORKFORCE;

SUPPORT WORKFORCE TRAINING AND EDUCATIONAL POLICIES THAT ALIGN WITH MANUFACTURERS' NEEDS: Support strong accountability measures, innovative management techniques, enhanced academic rigor, and efficient use of resources to improve education throughout Arizona. Support workforce programs and investments throughout the P-20 education system to improve employer access to highly skilled employees and align training needed with the modern manufacturing jobs of the future.

ADVOCATE FOR POLICIES THAT CLOSE THE SKILLS GAP AND PREPARE WORKERS' MANUFACTURING CAREERS: Advocate for flexible education policies that allow students to explore pathways, connect classroom learning with hands on experience, and pursue programs, internships, and apprenticeships to prepare for entering the workforce. Advocate for resources and flexibility to reskill and upskill individuals to adapt and support modern manufacturing.

IMPROVE EMPLOYER ACCESS TO HIGHLY SKILLED EMPLOYEES and





ARIZONA MANUFACTURERS COUNCIL

support continued state investment in career and technical education (CTE) and workforce system industry collaboration.

SUPPORT ARIZONA'S HIGHER EDUCATION INSTITUTIONS PROVIDING MEANINGFUL ACCESSIBLE POST-SECONDARY CHOICES FOR STUDENTS IN BUILDING THE TALENT PIPELINE FOR HIGH DEMAND, WELL PAYING JOBS: Sustain and grow Arizona's highly effective private post-secondary pipeline in support of our in-demand jobs and innovation. Support clear pathways to private post-secondary institutions for students seeking technical training or degrees and a diverse community of providers to meet Arizona's attainment, workforce, and economic goals. Support the public university system to ensure access for qualified students, world-class research capabilities, and excellent workforce preparation. Support an enterprise model of operations and maintain leading edge research infrastructure. Support university and community college tuition rates specified for Arizona high school graduates. Support Arizona's tribal colleges in meeting the specific education needs of Arizona Native American students. Support initiatives for the rapid reskilling and retraining of adult learners to facilitate job attainment.

ENERGY, ENVIRONMENT AND NATURAL RESOURCES;

SUPPORT EFFECTIVE, EVIDENCE-BASED, BALANCED AND FEASIBLE ENVIRONMENTAL POLICIES: Promote solutions to modernize environmental regulations, reduce emissions, improve sustainability, and increase energy efficiency. Ensure an appropriate balance in implementing environmental regulations to evaluate risk and effectiveness. Promote innovative solutions and flexibility to

implement modern technologies throughout the manufacturing supply chain.

ENSURE ACCESS TO DIVERSE AND RELIABLE ENERGY SUPPLIES FOR MANUFACTURING:

Advocate for policies that ensure affordable and reliable access to energy resources, expedite regulatory processes for energy projects, and enhance deployment of energy efficient technology.

ENSURE STATE PRIMACY WHEREVER POSSIBLE, including in environmental regulatory matters and ADOSH (Arizona Division of Occupational Safety and Health) / OSHA (Occupational Safety and Health Administration) safety programs.

HEALTH CARE;

SUPPORT A MARKET-DRIVEN HEALTH CARE SYSTEM: Advocate for a free-market system that allows employers to enact policies to provide affordable coverage, health insurance benefits, and wellness programs to their employees.

IMMIGRATION AND TRADE;

ADVOCATE FOR FAIR, PREDICTABLE, AND OPEN TRADE POLICIES TO CREATE A GLOBALLY COMPETITIVE MANUFACTURING CLIMATE: Promote the creation of new free trade agreements to strengthen relationships with our trading partners to bolster the state's economy while opposing any regulations and tariffs that would reduce Arizona's global economic competitiveness or harm global trade relationships. Support the development of a multimodal transportation system and more efficient border ports to facilitate the movement of goods and services. Advocate for regular renewal of the Miscellaneous

Tariff Bill which supports manufacturing jobs by reducing or eliminating tariffs for non-domestically produced components used in the assembly of products in the U.S.

SUPPORT EFFORTS TO MODERNIZE AND EXPAND TRADE AND GLOBAL COMMERCE: Advocate for federal actions, including an Export-Import Bank with a board quorum and continued long-term authorization; Trade Promotion Authority for the Executive; expansion of the EB-5 visa program; and free trade agreements that open new markets and create new jobs for U.S. businesses.

PROMOTE THE CREATION OF NEW TRADE AGREEMENTS to strengthen relationships with our trading partners to bolster the state's economy while opposing any federal regulations that would reduce Arizona's global economic competitiveness.

ENHANCE WORKFORCE NEEDS THROUGH LEGAL IMMIGRATION REFORM: Promote opportunities to attract and retain workforce talent in Arizona and increase employment-based immigration and temporary worker programs, while prioritizing national security.

INFRASTRUCTURE;

ASSIST MANUFACTURERS WITH INFRASTRUCTURE NEEDS: Remove barriers to public infrastructure investment to retain and attract manufacturing. Explore and advocate for additional public and private investment options or tools that allow local governments to help address infrastructure needs to enable high-tech manufacturing investments and growth.

LABOR AND EMPLOYMENT;





UPDATE OUTDATED REGULATIONS TO REFLECT ADVANCEMENTS IN MANUFACTURING: Advocate for policies that reduce burdensome regulations that do not account for advancements in worker safety and productivity. Encourage flexibility, innovation, and technological solutions to ensure manufacturers can address their unique workplace needs.

PROTECT EMPLOYERS' RIGHTS AND REDUCE UNNECESSARY REGULATORY INTERFERENCE: Promote a competitive labor environment that is adaptable and flexible to employer needs. Ensure employers can maintain and grow their workforce and adjust policies specific to their employee needs. Support legislation that clarifies the standards of proper classification of an independent contractor versus an employee.

PROTECT EMPLOYEE RIGHTS: Maintain Arizona's right-to-work status. Discourage public employee work stoppages. Oppose compulsory union assessments. Ensure that employees control the assignment of their wages to labor organizations. Protect employees' right not to have their union dues used for political purposes without consent. Work to ensure that paycheck protection legislation is not overturned through litigation. Support revisions to Arizona's paycheck protection legislation to ensure it is constitutional and easy for employers to administer.

REGULATORY AND LEGAL REFORM;

EXPEDITE BUSINESS PERMITTING AND LICENSING PROCESSES: Processes should be streamlined and maximize the use of technology to make it quicker and easier for businesses and professionals to get the permits

and licenses necessary to operate. Agencies should be restrained in their ability to revoke licenses without a demonstration of harm to health or safety, or fraud. Support policies that avoid duplication and inefficiency between all levels of government in processing permits and licenses. Support streamlining the adjudicative process for protest and appeals.

CONTINUE TO IMPROVE ARIZONA'S TORT AND LEGAL SYSTEM so it is viewed favorably in the marketplace. Work to transition Arizona to a modified comparative fault state. Oppose measures that would inflate settlement values and prolong the litigation process. Support policies to protect manufacturing innovation from dubious litigation.

REMOVE ARIZONA FROM THE 9TH CIRCUIT COURT OF APPEALS: Support efforts to remove Arizona from the 9th Circuit Court of Appeals. Establish a new 12th Circuit Court of Appeals comprised of Arizona and 30 other Western states.

SUPPORT EFFORTS TO RECOVER U.S. OVERSIGHT OF INTERNET GOVERNANCE: Support efforts to recover U.S. supervisory authority over the Internet Corporation for Assigned Names & Numbers ("ICANN"), improve ICANN's structure to increase transparency and accountability, keep ICANN headquartered in the U.S. and subject to U.S. courts' jurisdiction, and prohibit ICANN from seeking or acting on "international organization" or any other status which could serve to limit U.S. courts' ability to hold ICANN accountable for its actions.

SUPPORT THE RULE OF REASON IN ANTITRUST LAW: Protect U.S. brands and American jobs by supporting the "Rule of Reason" and opposing efforts to repeal the

U.S. Supreme Court's sound antitrust decision in the Leegin case; work towards harmonizing state laws to uphold the "Rule of Reason."

REDUCE LEGAL AND REGULATORY BARRIERS: Create an economical and understandable regulatory and legal environment that facilitates manufacturing operations. Improve Arizona's tort and legal system so it is viewed favorably in the marketplace. Improve transparency and accountability of regulatory agencies and streamline regulations and policies to remove unnecessary hurdles, duplication, and cost.

TAXATION;

ADVOCATE FOR A COMPETITIVE TAX CLIMATE: Support a taxation system that keeps rates on businesses low and competitive, promotes capital investments, contributes to economic growth, creates jobs, and improves the manufacturing sector's global competitiveness.

MAINTAIN COMPETITIVE TAX INCENTIVES TO ENCOURAGE BUSINESS GROWTH AND ECONOMIC DEVELOPMENT: Ensure that key incentives remain available for capital investments and create new incentives as appropriate to encourage manufacturing investment in Arizona. Stimulate the creation or expansion of manufacturing facilities, including manufacturing-related research and development. Ensure the state's research and development tax credit continues to be competitive and serves as a powerful business retention and recruitment tool. Advocate to make the R&D tax credit permanent and allow businesses to access it using the "simplified method." Support policies that create value for stranded tax credits earned by companies investing in Arizona.



Gretchen **Jacobs**

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BUDGET & GOVERNMENT REFORM

BRADLEY WRIGHT, *POLSINELLI, CHAIR*

MISSION

The Budget and Government Reform Committee supports efforts to modernize government, make it more fiscally responsible, reduce regulations, and promote private sector partnerships to improve delivery of services. The Committee supports responsive and stable government that allows the free market to maximize economic activity throughout the state, while opposing regulations and policies that negatively impact Arizona's business climate.

GUIDING PRINCIPLES

REFORM THE INITIATIVE PROCESS: Advocate for a clear citizen initiative process that respects the duty and authority of the state Legislature and provides a fair and transparent campaign finance system. The initiative system should be constructed in the best interests of Arizona broadly and should protect the system's integrity and ensure it is not exploited by narrow political interests. The campaign finance and regulatory system should protect free speech.

SUPPORT ACCESSIBLE & SECURE ELECTIONS: Support the preservation of the fundamental right of every eligible person to vote and promote fair and accessible elections.

FISCALLY RESPONSIBLE BUDGETING: Support a more transparent and fiscally responsible state budgeting process. Encourage the state to have a truly balanced budget and limit the use of accounting techniques that result in debt obligations. Support state budgeting that maintains dedicated fees and funds for their intended purposes with strict accountability and restores dedicated funds that have been diverted to help balance the state budget. One-time funds should not be used to create new or expanded ongoing government programs.





BUDGET & GOVERNMENT REFORM

DISCOURAGE USE OF GOVERNMENT

DEBT: Support limits on financing for capital expenditures requiring it be subject to strict safeguards and limitations. Limit the use of non-sustainable budget techniques that create long-term fiscal problems for the state. Promote a Budget Stabilization Fund (Rainy Day Fund) that is maintained at a level that allows it to be used responsibly as a tool for smoothing out government expenditures through fiscal downturns. Encourage the fund to be used exclusively for established state programs during economic downturns, not to expand government services. Support the creation of a debt policy for the state, local, county, and special taxing jurisdictions consistent with fiscally responsible parameters for the use of debt financing for long-term capital assets. Safeguards should be put in place to ensure the state does not accumulate more debt than it can afford to service.

PROMOTE PRIVATE SECTOR DELIVERY OF SERVICES: Support state partnerships with the private sector to improve delivery of services. Discourage government from performing functions that directly compete with or are already performed adequately by the private sector. Support transparency, consistency, and fairness in the procurement process to ensure private sector entities are provided equal opportunities to compete.





DEFENSE, AEROSPACE & AVIATION

STEVE MACIAS, *PIVOT MANUFACTURING, CHAIR*

MISSION

The Defense, Aerospace and Aviation Committee acts as an integrator for the industry by bringing together the entire supplier network and serving as a unified voice advancing policies that position Arizona as a globally competitive industry location. The defense and aerospace industry has a significant economic impact on our state, directly employing tens of thousands of Arizonans at wages more than double the average salary. The Committee works to preserve and grow jobs to position the state as a leader on the international stage. The Committee advocates for programs and policies that maintain and expand the manufacturing base as well as research and development, testing and training activities.

GUIDING PRINCIPLES

SUPPORT A FISCALLY RESPONSIBLE DEFENSE AND FEDERAL BUDGET THAT PROTECTS NATIONAL INTERESTS: Support appropriations that provide for our country's current national security needs while preparing for potential future threats. Support a more predictable order for defense appropriations and authorization. Encourage efficiencies and program streamlining where appropriate, while recognizing that national security is one of the federal government's core responsibilities.

MAINTAIN ARIZONA'S POSITION AS A PREMIER HOST FOR MILITARY INSTALLATIONS AND NATIONAL DEFENSE OPERATIONS: Support cooperation between public and private entities on compatible land use planning and zoning and dark sky preservation in areas surrounding military bases and restricted airspace to preserve these vital assets. Ensure that Arizona's military installations can continue fully performing their missions and are not negatively impacted by the Base Realignment and Closure (BRAC) process or mission dilution.

ADVOCATE FOR EFFICIENT CLEARANCE INVESTIGATIONS: Advocate for efforts to address the tremendous backlog in security clearance investigations and for long-term reforms to increase efficiency of this process and improve national security.





DEFENSE, AEROSPACE AND AVIATION

SUPPORT A STRONG NATIONAL AVIATION POLICY: Support the adoption of a strong national aviation policy, including successfully modernizing the nation's air traffic control infrastructure to provide a more cost-effective and efficient system to help meet the future demand for air travel.

MAKE ARIZONA A LEADER IN AUTONOMOUS SYSTEMS: Work to secure Arizona's position as a leading location for research and development, manufacturing, and testing of autonomous systems for national defense and commercial applications. Oppose efforts to restrict the use of autonomous systems technologies for testing and police by government agencies.

SUPPORT ARIZONA'S DEVELOPMENT OF COMMERCIAL AND DEFENSE SECTORS RELATING TO SPACE: Advocate to grow the space industry in Arizona. Support the implementation and development of expanded assets in space by the U.S. Department of Defense. Support research and development, manufacturing and launch and landing activities, and emerging hypersonics research and development in the commercial and defense sectors.

ADJUST THE STATE'S REGULATORY AND TAX POLICY TO ACCOUNT FOR LONG-TERM BUSINESS CYCLES: Propose regulatory and tax policies that recognize that the aerospace and defense industry is on a long-term business cycle. Advocate for adjustment in policies that incentivize growth from within Arizona's sizable aerospace and defense footprint.

DRIVE ARIZONA'S WORKFORCE SYSTEM TO TOP TIER AMONG MANUFACTURING STATES: Replicate workforce system best practices focused on defense manufacturing and collaborate with workforce development partners to leverage the Arizona Advanced Technologies Corridor curriculum, which establishes a state system-wide approach to responding to aerospace, defense, and aviation industry needs.





ECONOMIC DEVELOPMENT & REAL ESTATE

SUZANNE KINNEY, *CHAIR, NAIOP*

MISSION

The Economic Development and Real Estate Committee promotes policies that retain existing businesses, diversify industry sectors, and promote new business growth and job creation. The Committee recognizes that real estate development is an essential component of Arizona's economic competitiveness and the importance of maintaining a tax and regulatory structure to encourage development, provide certainty to investors, and attract job creators.

GUIDING PRINCIPLES

SUPPORT POLICIES TO AID POST-PANDEMIC ECONOMIC RECOVERY: Support policies that accelerate Arizona's economic recovery, with a focus on income tax and commercial property tax competitiveness; encouraging better efficiency in emergency rental and utility assistance programs for lower income Arizonans; and implementing reasonable public health protocols that enable business operations to continue with as few interruptions as possible and for facilities to remain open whenever practicable.

ENCOURAGE OPPORTUNITIES FOR AFFORDABLE HOUSING DEVELOPMENT TO SUPPORT A QUALITY WORKFORCE: Housing policy should incentivize developers to invest based on market demand and not government mandates. Housing policies should balance the needs of rental property owners and residents to address the lack of housing at all price points and ensure affordable workforce housing. Encourage the private sector and local governments to work together to eliminate barriers to affordable housing development, such as rezoning of under-utilized office, retail and hospitality assets to multi-housing. Support public-private partnerships that would allow the private sector to engage in the construction and management of affordable housing communities. Oppose policies that impose price controls on goods and services,





ECONOMIC DEVELOPMENT & REAL ESTATE

such as rent control and inclusionary zoning. Support policies that incentivize developers to create a broad selection of housing options rather than mandate specific housing types, locations, and pricing.

SUPPORT AND LEVERAGE THE WORK OF THE ARIZONA COMMERCE AUTHORITY: Support the work of the Arizona Commerce Authority (ACA) to highlight Arizona's pro-business environment, lead statewide economic development activities, and make Arizona a more competitive business location. Work in partnership with the ACA on strategic initiatives to improve the overall business climate in Arizona. Retain and modernize existing economic development tools that are proven to attract investments, especially in lower-income areas or locations in need of environmental remediation.

SUPPORT STATEWIDE BROADBAND EXPANSION: Accelerate the implementation of the state's broadband plan to promote greater statewide economic development and improve access to health care, education, and public safety. Promote partnerships between local government and private sector broadband providers to facilitate construction of needed broadband infrastructure in Arizona, prioritize taxpayer funds in areas defined by the Federal Communications Commission (FCC) as unserved areas of the state and avoid investing taxpayer resources to overbuild competitive markets identified by the FCC as having access to reliable high speed internet service.

PROMOTE CAPITAL FORMATION AND INVESTMENT IN ARIZONA: Encourage innovative solutions that increase access to private capital for start-up and early-stage businesses across the state. Support the development of new businesses, retention, and expansion of existing businesses, and increase economic diversification. Support the Arizona Finance Authority and the Office of Economic Opportunity (OEO). Encourage OEO to collect and measure data that are relevant to Arizona's national competitiveness rankings and that accurately portray the state's competitive standing. Support resources for programs that have a record of success and a proven return on investment, especially for rural and small business. Support efforts to attract additional foreign direct investment to Arizona.

REMOVE REGULATORY BARRIERS TO CONSTRUCTION AND COMMERCIAL REAL ESTATE: Expedite all regulatory approval time frames. Oppose legislation that interferes with the right to contract in commercial construction. Oppose mandates that increase labor costs.





EDUCATION & WORKFORCE DEVELOPMENT

DAVE HOWELL, *WELLS FARGO BANK, CHAIR*

MISSION

The Education and Workforce Development Committee believes a well-designed P-20 education system serves individual students, supports development of strong communities, delivers a talented workforce prepared for the jobs of the future, and promotes ongoing education needed to succeed in today's rapidly changing world. The Committee supports an education system that is aligned to employer needs, designed for and accountable to students and families, transparent, and results focused. Arizona's education system should encourage innovation, measure outcomes, reward success, and easily allow stakeholders and parents to identify quality schools to make the best choice for their child's education.

GUIDING PRINCIPLES

SUPPORT POLICIES TO MITIGATE PANDEMIC-INDUCED LEARNING LOSS AND DISRUPTIVE LEARNING: Prioritize the needs of students in post-pandemic education policy and dedicate resources for the individualized needs of students including prioritizing the allocation of American Rescue Plan funding. Ensure districts and charters can continue delivery of quality education to all students regardless of format and environment.

PROMOTE THE USE OF TECHNOLOGY FOR TEACHING, LEARNING AND ADMINISTRATION: Support the utilization of technology and innovation to improve classroom instruction, assist with remediation, provide access to educational opportunities, and encourage rapid response intervention, accountability, and productivity, with a focus on rural and underserved communities.

SUPPORT AND EXPAND EDUCATIONAL CHOICE AND QUALITY ACCESS FOR FAMILIES: Advocate for policies and funding that expand school choice and encourage replication and expansion of high-quality schools. Support a variety of school models that enhance educational choice options for students and neighborhoods across Arizona, with a focus on access to high quality choices in underserved and rural communities. Remove regulatory barriers that impede or delay parents'





EDUCATION & WORKFORCE DEVELOPMENT

ability to place students in schools of choice. Protect schools from mandates that prevent or impede serving students.

SUPPORT A WORKFORCE SYSTEM THAT IS RESPONSIVE TO EMPLOYER NEEDS: Support alignment of Arizona's P-20 education and workforce development systems to employer needs to produce a competitive workforce and serve as an engine for further economic growth. Ensure the state's workforce development expenditures, incentives, and governance systems reward results from providers. Support statewide attainment goals that address the state's workforce shortages and ensure the attainment pipeline addresses a broad range of in-demand academic and workplace skills. Expand options for students to choose work-ready pathways and dual enrollment courses in high school and present all students with post-secondary options to earn degrees and credentials that hold value in the workplace.

REDESIGN THE SCHOOL FINANCE SYSTEM: Design a school funding system to responsibly provide the resources necessary to deliver excellent, equitable results for students. Support a holistic view of education funding that accounts for federal, state, local, and voter-approved resources including the impacts of federal funding on per-pupil education spending and the availability of federal funds when appropriating state monies and imposing additional taxes for schools. Support a funding model that funds students, recognizes performance at the school level, is sustainable, provides equitable learning opportunities, is transparent, promotes improvement at all levels, closes the achievement gap, and links strategies to

outcomes. Ensure state appropriations balance sound budgeting and tax policies with formula-driven performance rewards and incentives to drive innovation and student success. Support reforms to reduce unnecessary regulatory burdens, reduce differences in district and charter funding models, and reduce inequities created by local property taxing options.

SUPPORT A RIGOROUS ACCOUNTABILITY SYSTEM THAT PRIORITIZES ACADEMIC RESULTS: Support meaningful accountability measures that work for parents and measure effectiveness against a rigorous set of standards and expectations for work and college preparation. Ensure that the accountability system recognizes the impact a school has on student learning during the time that they have each student in their school. Support Results Based Funding and additional dollars for low-income schools producing outstanding academic results.

IMPROVE ACCESS TO FACILITIES FOR ALL PUBLIC SCHOOLS - CHARTER AND DISTRICT - AND REFORM THE PROCESS FOR FUNDING SCHOOL CONSTRUCTION AND MAINTENANCE: Improve facility funding fairness for all public schools, taxpayers, and public education. Prioritize funding for maintaining and repairing existing schools, minimize the burden on the state's general fund, encourage resource sharing, and embrace options for capital that recognize the diversity of school options in the modern public education system. Create certainty for our highest performers and minimize relocation of students in high performing schools; consider school performance; and allow multiple financing options including leasing and discounted leases for schools serving

students in poverty. Protect standardized vacant-space reporting to create public inventories of under-utilized, taxpayer funded educational space. Ensure cost-effective private sector delivery of services. Support efforts to ensure that school district spending for new construction, building maintenance, materials, services, and goods are conducted consistent with the State Procurement Code and procurement rules for school districts and allow for open and competitive bidding using historically successful alternative project delivery methods.

SUPPORT THE RESPONSIBLE COLLECTION AND USAGE OF EDUCATION DATA: Improve timely access, transparency, accountability, and effectiveness of education by collecting and utilizing data more efficiently, while ensuring individual student data is kept secure. Ensure authentic implementation of any modernized budget and financial reporting systems to reduce unnecessary costs. Reduce redundant regulatory and compliance cost of data collection. Ensure statewide, aggregate data is available to policymakers, educators, regulators, stakeholders, and other critical partners engaged in school quality and continuous improvement. Ensure local, relevant education data is available to teachers, principals, and parents to better inform learning strategies in real time.

SUPPORT POLICIES THAT FOCUS ON STUDENTS' PHYSICAL AND EMOTIONAL WELLBEING: Support policies aimed at students', teachers' and staff members' physical health and safety while on campus. Ensure access to resources intended to address students' emotional wellness.





SUPPORT ARIZONA'S HIGHER EDUCATION INSTITUTIONS PROVIDING MEANINGFUL ACCESSIBLE POST-SECONDARY CHOICES FOR STUDENTS IN BUILDING THE TALENT PIPELINE FOR HIGH-DEMAND, WELL-PAYING JOBS: Sustain and grow Arizona's highly effective private post-secondary pipeline in support of our in-demand jobs and innovation. Support clear pathways to private post-secondary institutions for students seeking technical training or degrees and a diverse community of providers to meet Arizona's attainment, workforce, and economic goals. Support the public university system to ensure access for qualified students, world-class research capabilities, and excellent workforce preparation. Support an enterprise model of operations and maintain leading edge research infrastructure. Support university and community college tuition rates specified for Arizona high school graduates. Support Arizona's tribal colleges in meeting the specific education needs of Arizona Native American students. Support initiatives for the rapid reskilling and retraining of adult learners to facilitate job attainment.

SUPPORT ARIZONA'S COMMUNITY COLLEGES AND THEIR ROLE IN WORKFORCE TRAINING WITH STABLE FUNDING AND ENHANCED FLEXIBILITY: Support efforts to restore funding to our state's community colleges in a manner that is fiscally responsible, aligned with workforce needs.

SUPPORT CAREER AND TECHNICAL EDUCATION: Encourage public/private partnerships between industry and Career & Technical Education Districts (CTEDs). Advocate for state and federal funding of CTEDs. Ensure regulatory flexibility for hands-

on CTE instruction to occur on any day and at any time. Support expansion of CTEDs as a proven method for preparing the workforce and decreasing the high school dropout rate. Support credit transfers for these types of programs.

RECRUIT, HIRE, TRAIN, EVALUATE, AND RETAIN HIGHLY EFFECTIVE TEACHERS AND PRINCIPALS: Advocate for more effective systems for recruiting, training and retaining teachers who are prepared to succeed in a modern learning environment. Reduce unnecessary certification administrative requirements that interfere with placements in quality schools and are not proven to be related to effective teaching. Support maximum transparency on teacher pay at the school, system, and state levels. Support differentiated, and performance-based pay decisions made at the school-site, alternative pathways to teaching careers, and successful ongoing professional development and mentoring programs with equitable funding streams. Support loan forgiveness programs for hard-to-fill teacher positions specifically at high poverty, rural, or high performing schools.

SUPPORT MORE QUALITY EDUCATIONAL HOURS FOR STUDENTS: Support options for more quality time on task for students by lengthening the school day and/or the school year with commensurate funding and accountability based on performance so that Arizona students can master a level of skills and knowledge that will enable them to be competitive on a global basis.

IMPROVE SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS EDUCATION: Support policies to improve STEM education at all levels so that Arizona students master a baseline of knowledge that will prepare them for postsecondary education or careers that require advanced math, technology, and science skills. Support policies that prepare students for jobs in the 21st century that increasingly require the development of skills and proficiency in the use of computers and machines. Restore funding for proven scholarship programs for teachers of math, science, and special education. Reduce barriers to recruiting STEM educators. Develop K-12 benchmarks for STEM literacy that inform teaching and learning.





ENVIRONMENT

RICHARD BARK, *FREEPORT-MCMORAN, CHAIR*

MISSION

The Environment Committee advocates for streamlined environment policies and regulations that are responsive to Arizona’s unique needs based on sound science, established through a consensus-based stakeholder process, are cost-effective in achieving goals, and do not place an undue burden on the successful operation of business.

GUIDING PRINCIPLES

SUPPORT STATE AND LOCAL PRIMACY OF FEDERAL ENVIRONMENTAL PROGRAMS AND REGULATIONS: Ensure that the Arizona Department of Environmental Quality (ADEQ), local or county entities, instead of the U.S. Environmental Protection Agency (EPA) or other federal agencies, administer federal environmental programs in the state where appropriate, including the Clean Air Act, the federal underground injection control program, and the Coal Combustion Residual program.

SUPPORT REFORMS AND PROCESSES THAT BEST SERVE THE REGULATED COMMUNITY: Support regulatory agencies that implement and oversee environmental laws and regulations in a fair and consistent manner and with a focus on compliance, public outreach, and process improvements. Encourage regulatory agencies to provide a full and open stakeholder engagement process on all proposed changes to regulation or substantive policy statements. Ensure compliance with existing regulatory reform requirements and support additional regulatory reform policies that provide for full and consistent application of the law and agency accountability. Support streamlining and other necessary reforms and technology upgrades for agency operations, licensing, and appeals processes.



SUPPORT ADEQ EFFORTS TO ENHANCE REGULATORY CERTAINTY: Advocate for appropriate funding for ADEQ through a balance of permit, user fees, and more generalized funding sources that are subject to strict accountability measures. Support ADEQ retaining monies collected by the funds within the agency's authority to ensure efficient and effective implementation of the agency's mission. Support the continuation of ADEQ for 8 years or more, recognizing its success in achieving its mission.

ACTIVELY ENGAGE IN THE POLICY AND LEGAL ACTIONS PERTAINING TO THE DEFINITION OF WATERS OF THE UNITED STATES: Continue to actively participate with the EPA, the Army Corps of Engineers (Corps) and ADEQ on the definition of Waters of the United States (WOTUS) as the issue evolves through legal decisions and rulemakings. Support ADEQ as the state creates the Surface Water Protection Program and advocate for additional resources, as deemed necessary, for successful implementation of the program.

SUPPORT ATTAINMENT OF THE NATIONAL AMBIENT AIR QUALITY STANDARDS (NAAQS): Support state and local governmental agencies and private entities to develop and implement plans and strategies that improve air quality in non-attainment areas with the goal of achieving attainment with EPA's health-based standards. Support the state and local government agencies and private entities in outreach efforts to reduce exceedances.

SUPPORT THE WATER QUALITY ASSURANCE REVOLVING FUND (WQARF) PROGRAM: Support the WQARF Program to achieve its remediation objectives for contaminated sites in Arizona and to secure ongoing funding.

COLLABORATIVELY ENGAGE IN GLOBAL CLIMATE CHANGE POLICY DISCUSSIONS: Understand the impact of climate change on industry and stakeholders and recognize global action is needed to reduce greenhouse gas emissions. Collaborate with stakeholders to carefully consider climate change related ordinances, legislation, and regulation and engage as necessary.

SUPPORT AIR QUALITY EMISSIONS BANK: Support the identification and voluntary generation of emission reduction credits that are required for offsets under the Clean Air Act. Work with Maricopa County and ADEQ in the stakeholder process for drafting regulations to implement various emissions offset rules. Work with the County to make its rules SIP-approvable.

SUPPORT THE EXCEPTIONAL EVENTS RULE: Support efforts that seek to streamline the process for demonstrating exceptional events. Continue to support reasonable reforms to the Exceptional Events Rule that account for the natural conditions of the desert southwest. Support demonstrations of exceptional events against legal challenges.

PROMOTE CROSS-BORDER COOPERATION IN WASTEWATER MANAGEMENT: Support policies that encourage greater cooperation between state and federal governments in the United States and Mexico to ensure that wastewater is properly managed and processed and does not result in environmental threats or harm to border communities.

SUPPORT DEVELOPMENT OF AN EQUITABLE REGIONAL HAZE SIP: Support ADEQ and private entities involved in development and submission of the Regional Haze State Implementation Plan (SIP).

SUPPORT INCENTIVE-BASED COMPLIANCE PROGRAMS: Support state, county and local measures that create effective incentive-based programs for regulated parties who voluntarily implement environmental management systems and other environmental protections.

SUPPORT POLICIES THAT ENCOURAGE VOLUNTARY END-USE PROCESSING, MANUFACTURING, AND INDUSTRY IN THE STATE: Support policies that encourage voluntary end-use processing, manufacturing, and industry in the state. Support policies that encourage voluntary innovative recovery technologies to reduce landfill disposal and generate new feedstocks and end markets.





FEDERAL AFFAIRS, TRADE AND EMERGING MARKETS

JACK MCCAIN, *AMERICAN AIRLINES, CHAIR*

MISSION

The Federal Affairs, Trade and Emerging Markets Committee advocates to advance the interests of Arizona businesses with members of our congressional delegation and federal regulatory agencies to ensure policies do not hurt the economy, impose burdensome regulations, or stifle Arizona's global competitiveness. The Committee advocates for appointees to cabinet, agency, congressional committees, and judicial positions who understand the unique needs of Arizona and western states. The Committee supports efforts to responsibly balance the federal budget, reduce the national debt, and ensure Arizona's share of federal spending is proportional to the taxes paid by Arizonans and is weighted for consideration of unique state characteristics.

GUIDING PRINCIPLES

Defense & Aerospace:

PROTECT AND EXPAND ARIZONA'S MILITARY ASSETS AND PROMOTE AS A LEADER IN NATIONAL DEFENSE OPERATIONS: Highlight Arizona's military installations and emphasize the ability of these installations to take on new missions; this includes securing Arizona's position as a leading location for research and development, pilot training, manufacturing and testing of unmanned aircraft systems, and supporting Arizona's aerospace, defense and aviation industry.

Education & Workforce:

SUPPORT REFORMS TO THE REAUTHORIZATION OF THE HIGHER EDUCATION ACT: Support reforms within the Higher Education Act reauthorization that empower a market-based framework to build on and improve postsecondary education by providing varied and better options for students; reducing federal overreach and burden; driving down costs of delivery, not just the sticker price for students; improving the quality of education; and encouraging innovation, including new models of content delivery that tap into the growing entrepreneurial presence in postsecondary education.





SUPPORT SIMPLIFIED, RESPONSIBLE BORROWING: Advocate for policies that simplify the current patchwork of student loan programs to improve access to loans and reduce the complexity of the repayment process. Allow institutions to work closely with students to determine proper borrowing levels and to reduce over borrowing.

Environment, Energy & Natural Resources:

SUPPORT MODERNIZATION OF FUTURE ENERGY POLICIES: Increase research and development funding and support for the range of technologies needed to achieve clean energy goals, including energy efficiency, energy storage, renewables, existing and next-generation nuclear, other carbon-free technologies and carbon capture utilization and storage. Encourage greater use of alternative fuel vehicles in the transportation sector – recognizing that transportation emissions now are the largest source of emissions in the US – by modernizing federal transportation programs to encourage investments in alternative fuel transportation and fueling infrastructure. Support ongoing investments in the energy grid to integrate advanced clean energy technologies reliably and affordably. Encourage the development of more robust battery technologies for both electric vehicles and energy storage.

SUPPORT EFFORTS TO REINTRODUCE MULTIPLE-USE MANDATE ON ARIZONA'S LANDS: Advocate for the reintroduction of the multiple-use mandate on Arizona's federal lands and oppose attempts to further limit multiple-use land management by designating national monuments or national heritage areas that would impede efficient land, resource, and wildlife management and represent unwarranted and unwanted federal overreach.

Oppose any attempt to manage land in Arizona as a wilderness area without the required congressional authorization. Oppose executive actions that would unilaterally designate Arizona lands as wilderness areas or national heritage areas.

PROMOTE FOREST HEALTH: Advocate for the active management and thinning of Arizona's federal forest lands to improve and protect watershed health and provide vital products.

SUPPORT EFFORTS TO ENHANCE PRODUCTION OF STRATEGIC AND CRITICAL MINERALS: Support federal legislation that enhances production of Arizona's rich mineral resources on federal lands. Advance policies that promote legal and regulatory certainty to mining companies in operation working through the permitting process or addressing legal challenges.

ENSURE PUBLIC ACCESS TO PUBLIC LANDS DURING A GOVERNMENT SHUTDOWN: Advocate to require the federal government enter an agreement with any state or municipality that offers non-federal funds to reopen and temporarily operate public lands during a government shutdown.

SUPPORT IMPLEMENTATION OF PROGRAMS AND POLICIES THAT STRENGTHEN INVESTMENT IN FLEXIBLE WATER CONSERVATION TOOLS FOR GROWERS, DISTRICTS, AND COMMUNITIES: Support efforts to implement authorities under the 2018 Farm Bill and use them in a coordinated and flexible manner to support more equitable access of conservation funding for a host of critical drought, infrastructure and conservation needs.

SUPPORT EPA OZONE LEGISLATIVE REFORMS: Support congressional efforts to take a reasonable approach regarding the implementation of the standard, including broader understanding and focus on ozone from background, international and interstate transport.

SUPPORT FUNDING FOR LOW INCOME HOME ENERGY ASSISTANCE PROGRAM (LIHEAP): Advocate for a stronger and fairer appropriation of LIHEAP funds for vulnerable Arizonans.

Health Care:

SUPPORT AN EFFICIENT AND STABLE HEALTHCARE INDUSTRY: Oppose federal legislation that would reduce funding for Indirect Medical Education (IME). Support efforts to modernize the federal system for funding Graduate Medical Education (GME) so that the funds are allocated fairly among the states, caps are not artificially low, funding is transparent and linked to performance metrics, and providers are better able to start new residency programs where needed. Support funding for telehealth to support patient/consumer preferences and increase access to care.

PROTECT AHCCCS' ABILITY TO REMAIN AN EXEMPLARLY, LOW-COST, HIGH-QUALITY MEDICAID PROGRAM: Support efforts to maximize the federal funding for the Arizona Health Care Cost Containment System (AHCCCS) program. Oppose proposals that increase the hidden healthcare tax on business, create an adverse fiscal impact on state government or increase the rate of uncompensated care on the healthcare industry.

SUPPORT STABILIZATION OF INSURANCE MARKETS: Support measures to stabilize the health insurance market and help reduce





FEDERAL AFFAIRS, TRADE AND EMERGING MARKETS

healthcare costs and insurance premiums. Oppose insurance mandates, single-payer and other programs that seek to compete against the private market. Advocate for free-market initiatives and oppose mandates such as price controls.

Immigration & Trade:

SUPPORT EFFORTS TO MODERNIZE AND EXPAND TRADE AND GLOBAL COMMERCE: Promote the creation and modernization of free trade agreements to bolster the state's economy and oppose any federal regulations and/or tariffs that would reduce Arizona's global economic competitiveness. Ensure cross-border trade proceeds without interruption whenever practicable.

SUPPORT TARIFF POLICY THAT ENCOURAGES GROWTH IN U.S. MANUFACTURING AND AGRICULTURE: Oppose new tariffs that harm global trade relationships and U.S. manufacturing. Encourage U.S. manufacturing jobs by supporting efforts to correct certain harmful tariffs. Advocate for regular renewal of the Miscellaneous Tariff Bill. Oppose unilateral executive branch imposition of tariffs and withdrawal from existing trade agreements, and ensure Congress authorizes any new tariffs and amendments to existing trade agreements.

ADVOCATE FOR ADEQUATE RESOURCES TO FACILITATE TRADE AND TRAVEL: Support efforts to provide additional Customs and Border Protection (CBP) officers at Arizona international ports of entry to make the flow of commerce across the border more timely, efficient, and secure. Oppose efforts that divert CBP personnel away from ports of entry. Support the hiring of CBP Agriculture Specialists to expedite commerce in agriculture items. Modernize Arizona's port of entry infrastructure

to reduce congestion and improve trade throughput. Oppose policies that disadvantage land crossings versus air travel.

EXTEND PERMANENT LEGAL PROTECTIONS TO DACA POPULATION: Advocate to extend permanent legal protections to replace the Executive Order that created Deferred Action for Childhood Arrivals (DACA) and allow the DACA recipients to apply under a new Congressionally-approved program.

ADVOCATE FOR THE PASSAGE OF BILATERAL TAX TREATIES: Support all efforts to bring bilateral tax treaties up for a vote in the U.S. Senate. Advocate for the expeditious passage of these treaties to avoid real harm on multi-national corporations.

SUPPORT COMPREHENSIVE FEDERAL IMMIGRATION REFORMS THAT INCLUDE A MARKET DRIVEN FEDERAL FOREIGN WORKER SYSTEM: Restructure the federal visa program to better respond to labor market demands and, in appropriate circumstances, make foreign worker visas permanent so that businesses and employees have more predictability in their employment situations. Improve employer access to advanced degree holders by allowing foreign graduates of American universities to work in the United States legally. Support legislation that allows undocumented youth who graduate from college or university or enlist in the military and meet other rigorous conditions to apply for U.S. citizenship. Enact a guest worker program that creates a legal path to work temporarily in the United States. Streamline the visa process for foreign investors, workers and travelers by allowing for creative solutions, including visas for property ownership and investment. Support the creation of a fast, accurate and easy-to-use electronic employment verification system

at the federal level that is adequately funded, non-discriminatory and is uniformly applied in all states. Ensure that use of the system provides real protection from state and federal penalties for employers who rely on it in good faith.

OPEN NEW MARKETS FOR ARIZONA BUSINESS: Advocate for increased access to new markets for Arizona businesses through the enhanced deployment of trade delegations and local trade promotion offices in strategic international locations.

OPPOSE EFFORTS TO LIMIT IMPORTS OF FRESH PRODUCE FROM MEXICO: Oppose efforts by regional interests to institute new seasonality rules that would curb the importation of fresh produce from Mexico. Support improved food distribution mechanism throughout Arizona.

MODERNIZE EXPORT CONTROL SYSTEM: Advocate for a U.S. export control system that is more predictable, efficient and transparent, that controls only those items (goods, software and technology) that truly warrant restrictions for U.S. national security, foreign policy and other reasons for control, and allows U.S. businesses to enter more markets that do not present a security risk.

Legal & Regulatory Reform:

OPPOSE FEDERAL REGULATORY OVERREACH: Advocate to retain state or local control over programs in Arizona, where appropriate. Advocate for policies that promote regulatory streamlining, improve agency accountability, reduce time required to conduct reviews and make permitting decisions. Advocate for reversal of federal regulations that have harmed economic growth in the state and country. Oppose regulatory overreach





by agencies acting outside or beyond their originating act. Ensure that regulations are adopted in an open, transparent manner that allows opportunity for input from stakeholders.

SUPPORT STATUTORY IMPROVEMENTS TO DETER SYSTEMIC ABUSE OF THE JUDICIAL SYSTEM: Improve laws that provide important protections to vulnerable populations by ensuring these laws achieve their intended impact of compliance and do not allow for serial, unnecessary and costly litigation to be brought against Arizona businesses.

SUPPORT EFFORTS TO RECOVER U.S. OVERSIGHT OF INTERNET GOVERNANCE: Support efforts to recover U.S. supervisory authority over the Internet Corporation for Assigned Names & Numbers (“ICANN”), improve ICANN’s structure to increase transparency and accountability, keep ICANN headquartered in the U.S. and subject to U.S. courts’ jurisdiction, and prohibit ICANN from seeking or acting on “international organization” or any other status which could serve to limit U.S. courts’ ability to hold ICANN accountable for its actions.

SUPPORT THE RULE OF REASON IN ANTITRUST LAW: Protect U.S. brands and American jobs by supporting the “Rule of Reason” and opposing efforts to repeal the U.S. Supreme Court’s sound antitrust decision in the Leegin case; work towards harmonizing state laws to uphold the “Rule of Reason.”

ENSURE ACCESS TO FINANCIAL SERVICES AND FINANCIAL MARKETS FOR BUSINESS: Support policies that allow for greater access to financial services and financial markets for legal businesses.

REMOVE ARIZONA FROM THE 9TH CIRCUIT COURT OF APPEALS: Support efforts to remove Arizona from the 9th Circuit Court of Appeals. Establish a new 12th Circuit Court of Appeals comprised of Arizona and other Western states.

Taxation:

SUPPORT TAX REFORM TO INCREASE U.S. COMPETITIVENESS: Support a taxation system that is globally competitive, fair, consistent, easily administered, and equitable and that provides revenue on the broadest possible basis at the lowest possible tax rates. Oppose efforts to make U.S. corporate tax code less globally competitive. Oppose policies that would increase the tax burden on small businesses.

ENCOURAGE INVESTMENT IN ECONOMIC OPPORTUNITY ZONES: Promote and educate potential investors about federal tax incentives available for investment in a qualified Opportunity Zone. Advocate to allow modifications to Opportunity Zone maps, for an extension beyond the current time allocated for tax deferral and for the removal of restrictions that prohibit investment in golf courses within Opportunity Zones.

Technology & Emerging Markets:

PROMOTE INNOVATION AND CREATIVITY: Support Arizona’s public and private universities and companies in providing research and technology expertise and programs to the federal government. Support strong intellectual property standards and innovation in technology that advance solutions, produce jobs, and increase economic success.

ADVOCATE FOR NATIONAL DIGITAL PRIVACY STANDARDS: Consumers and businesses benefit when there is certainty and consistency regarding regulations and enforcement of privacy protections. Privacy laws should be of national concern crafted in the best interest of the United States, avoiding a patchwork quilt of state and international laws that create challenges for businesses and consumers operating in a global economy. Additionally, businesses and government should be transparent about the collection, use and sharing of consumer data and provide clear privacy notices.

Transportation & Infrastructure:

SUPPORT FOR LONG-TERM TRANSPORTATION FUNDING: Advocate for transportation funding that provides Arizona with a fair share of funds for roads, highways, airports and other transportation needs distributed transparently and with results-based accountability. Support the prioritization of funding based on congestion, safety, and goods movement, and oppose earmarks for projects that do not meet these criteria. Work with the state’s congressional delegation and within the federal transportation appropriations process to ensure funding for the development of Interstate 11 and the Sonoran Corridor and for tier 2 projects like the I-10 widening and I-15 Bridges.

Workplace:

PROMOTE WORKPLACE POLICIES THAT ENHANCE ECONOMIC GROWTH: Advocate for federal labor policy that encourages workplace flexibility and reflects employer needs. Ensure any new workplace policies do not impose unworkable burdens on employers. Support efforts to resist broad joint employer regulations that erode the franchise business model.





KIMBERLY SHEPARD, CIGNA, CHAIR

MISSION

The Health Care Committee recognizes the tremendous positive economic impact of the health care sector to Arizona and supports the development of the best health care system by advocating for policies that ensure statewide access to high quality and affordable health care for all Arizonans. The Committee supports innovative healthcare and technology solutions that increase affordability and promote the free market delivery of, and payment for, health care services.

GUIDING PRINCIPLES

SUPPORT EVIDENCE-BASED MEASURES TO ENSURE HEALTHCARE PROVIDERS HAVE THE RESOURCES AND FLEXIBILITY TO OPERATE DURING A PANDEMIC: Safety is imperative to ensure employees can work, children and young adults can learn, businesses and healthcare providers can operate, and our economy can continue to thrive. Promote critical safety measures needed to protect frontline workers and diminish the spread of highly contagious viruses.

SUPPORT ACCESS TO NON-DISCRIMINATORY VALUE-BASED HIGH-QUALITY CARE: Oppose single-payer and other programs that seek to compete against the private market. Maximize market-based solutions to reduce the number of uninsured Arizonans. Emphasize free-market initiatives and oppose mandates such as, price controls, marketing and rating restrictions, unnecessary and costly benefit, coverage, and administrative requirements and public funding cuts. Ensure that Arizona Health Care Cost Containment System (AHCCCS) remains one of the nation's leading public-private health care partnerships by remaining focused on adequate funding levels, cost efficiencies and innovative delivery of care by using market-driven, value-based approaches to deliver whole-person health care. Decrease cost-shifting through adequate state and federal funding for the AHCCCS.



SUPPORT INNOVATIVE METHODS FOR PROVIDING HEALTH CARE IN ARIZONA:

Support the design and development of innovative service delivery models, including telehealth, statewide that will enhance access to quality health care services, with a special focus on underserved populations and rural areas. Champion market-based innovations to provide meaningful information to aid in-patient purchasing and provider decisions. Support innovative programs and services that enhance the availability of and access to integrated care.

ENGAGE IN PUBLIC-PRIVATE PARTNERSHIPS TO FOCUS ON COMMUNITY AND WORKFORCE WELLNESS AND REDUCE HEALTH CARE COSTS FOR BUSINESSES:

Improve access to care and advocate for adequate state, federal and other funding sources for AHCCCS, KidsCare and Medicare coverage to ensure costs do not shift to employers. Promote innovative, community-based initiatives to expand awareness of and access to integrated behavioral health services, improve chronic disease self-management, address social determinants of health, and reduce the number of high-utilizers to build community wellness and minimize government interventions. Oppose benefit and operational mandates that unnecessarily add to the cost of healthcare.

PURSUE STATE AUTONOMY AND MARKET-BASED HEALTH INSURANCE REFORMS AND SUPPORT INFORMATION EXCHANGE AND TECHNOLOGY ADVANCEMENTS:

Support state-based oversight and flexibility of health insurance and health care policy to the greatest extent possible. Support policies that improve access to healthcare information through the state's information and technology

exchange, encourage provider participation and reduce their administrative burdens, advance the state's closed-loop referral system, and promote streamlined reporting, data exchange and public health infrastructure modernization. Consider options around federal waivers for reinsurance programs, high-risk pools, or other flexibilities to improve health care affordability and quality.

SUPPORT EFFORTS TO INCREASE THE HEALTHCARE PROFESSIONALS PIPELINE AND SUPPORT ARIZONA'S MEDICAL AND NURSING SCHOOLS: Support healthcare workforce policies that address the unprecedented health care worker shortages across the healthcare industry and build a high-quality health professions pipeline that seeks to meet the demands of Arizona communities for years to come. Support solutions that leverage Arizona's existing healthcare workforce in areas of training, retention, and recruitment opportunities to mitigate statewide healthcare workforce shortages. Support the continued expansion of state funding for the Graduate Medical Education (GME). Support efforts to modernize the federal system for funding GME so that the funds are allocated more fairly among the states, caps are not artificially low, funding is more transparent and linked to performance metrics, and providers are better able to start new residency programs where needed. Oppose federal legislation that would reduce funding for Indirect Medical Education (IME). Advocate for Arizona's medical and nursing schools and support a robust medical research and bio-sciences sector.

SUPPORT STATEWIDE EFFORTS TO IMPROVE ACCESS TO CARE AND QUALITY SERVICES TO STOP DRUG AND ALCOHOL ABUSE, AND SUPPORT EFFORTS TO IMPROVE MENTAL HEALTH CONDITIONS: Recognize and educate on the impact of substance abuse, depression, and mental health conditions on the economy and workforce. Raise awareness on the impact of social isolation and limited access to services during the pandemic and promote innovative solutions to expand the availability of behavioral health services across populations in response to increasing rates of depression-related absenteeism, suicide, and substance abuse. Support efforts to increase access to care, focus on treatment, and support integrated, coordinated care to reduce the number of drug and alcohol-related overdoses and deaths. Engage in initiatives to successfully get people back into the workforce. Support efforts to increase services in traditionally underserved communities and populations.

REFORM THE HEALTH CARE LIABILITY SYSTEM: Advocate for a cost-effective and equitable civil litigation system and regulatory environment that encourages health care professionals to practice in Arizona. Support legislation to curb lawsuit abuse, reduce the costs of litigation and require specific standards for proof of injury claims. Support proposals to limit the cost of health care provider liability insurance, reduce the number of meritless professional liability lawsuits and limit the amount of unreasonable medical malpractice payouts to attract more health care professionals to Arizona and bring down the costs of health care.





LEGAL, REGULATORY & FINANCIAL SERVICES

STEVE TWIST, SERVICES GROUP OF AMERICA, CHAIR

MISSION

The Legal, Regulatory and Financial Services Committee supports policies to relieve unnecessary regulatory burdens on private entities and enhance Arizona's legal system, so it supports the free market through the fair and efficient adjudication of disputes. The Committee supports the appropriate balance of power and accountability among the courts, the state Legislature, the executive branch, and the Arizona Corporation Commission. Endeavor to provide a free market that encourages entrepreneurial advancement and innovation, enhances our competitive business climate, and creates opportunities for all Arizonans.

GUIDING PRINCIPLES

SUPPORT REGULATORY TRANSPARENCY & NECESSITY: Regulatory accountability and transparency should balance the benefits and costs of regulations, while protecting the rights of the regulated. Strive to remove unreasonable regulatory barriers to entry for those wanting to start new businesses, eliminate barriers to business innovation, and ensure any new or expanded regulation is deemed necessary through an open and transparent public process. Governments should provide clear notice of the basis of their decisions or actions and enforce these notice requirements to promote fairness in the administrative adjudication process. Industry should be allowed greater flexibility to develop innovative products and practices within the marketplace. Expand access to capital, through private mechanisms, for qualified businesses and consumers and promote economic growth.

EXPEDITE BUSINESS PERMITTING AND LICENSING PROCESSES: Processes should be streamlined and maximize the use of technology to make it quicker and easier for businesses and professionals to get the permits and licenses necessary to operate. Agencies should be restrained in their ability to revoke licenses without a demonstration of harm to health or safety, or fraud. Support policies that avoid duplication and inefficiency between all levels of government in processing permits and licenses. Support streamlining the adjudicative process for protest and appeals.



UPHOLD FREEDOM TO CONTRACT & PROTECT PRIVATE PROPERTY RIGHTS: Public policy should guard against efforts to erode private contracting agreements. Courts should have no power to invalidate a core and unambiguous provision of contract freely negotiated for mutual benefit between sophisticated parties represented by competent counsel. Governmental agencies should be prohibited from issuing subpoenas or seizing personal and business records without reasonable cause and businesses should maintain the right to confidential communications with legal counsel. The protection of trade secrets and intellectual property and private records should be prioritized, including in those cases where a private business is contracted to perform work on behalf of a governmental entity.

IMPROVE THE CIVIL LITIGATION SYSTEM: The legal system should promote prompt resolution of disputes, fairness, and certainty, curb civil lawsuit abuse, reduce the cost of litigation, and protect due process rights. Sophisticated parties should be permitted to enter into contracts that define and limit the scope of discovery. Appropriate checks and balances should be assured in the process of adopting court rules.

IMPROVE THE COURT SYSTEM AND PROMOTE A DIVERSE AND INDEPENDENT JUDICIARY: The legal system should allow civil cases to be resolved in a timely manner. Constructive dialogue should define the relationship between the state Legislature, the courts, and the business community regarding legal and judicial reform issues. An independent judiciary is a cornerstone of a successful Arizona. Judges must feel free to use their best judgment to apply the

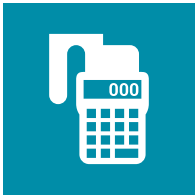
law to cases before them without fear of political reprisal. Support the continuation of a business court designed to expedite business proceedings, and to attract judges who have business experience and expertise. Protect civil litigants' rights and interests in obtaining a fair trial by advocating for policies that create a fair and impartial jury pool.

SUPPORT FURTHER TORT REFORM & DETER SYSTEMIC ABUSE OF THE JUDICIAL SYSTEM: Frivolous and unfounded claims in lawsuits cause substantial and unnecessary legal costs and divert attention away from business operations. The civil justice system should not inflate settlement values nor prolong the litigation process. Improve all aspects of Arizona's tort and legal system. Safeguard businesses from the inappropriate use of public nuisance statutes and expand protections in Rule 11 of the Rules of Civil Procedure.

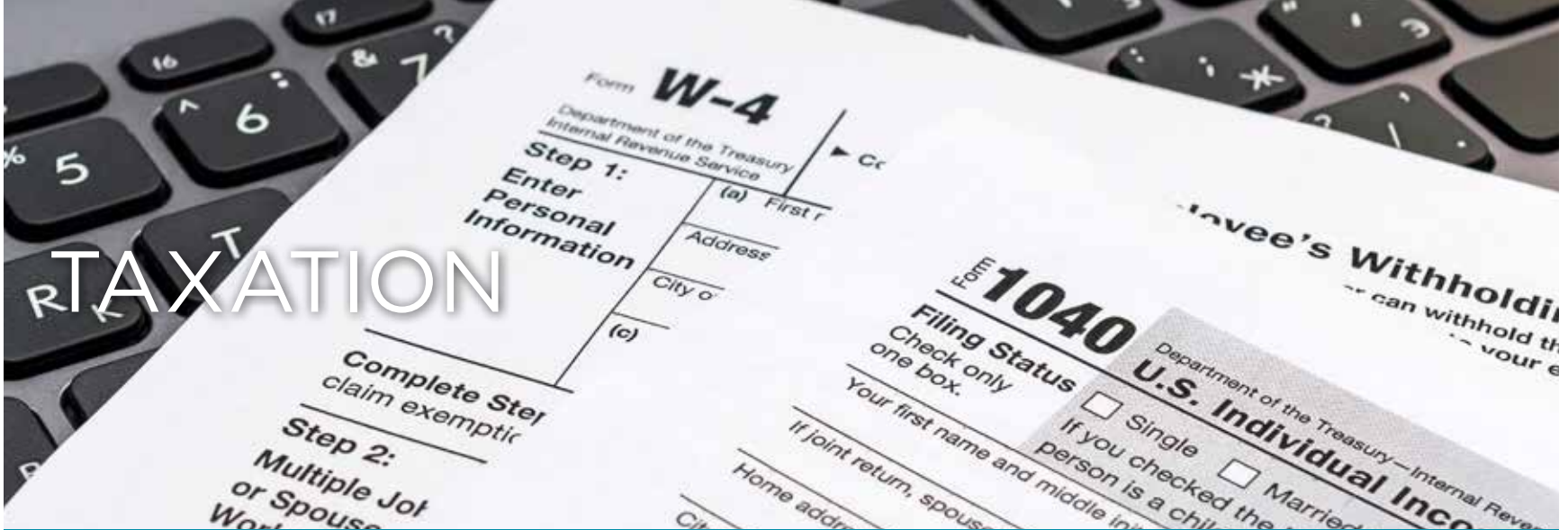
PROMOTE FREE MARKET DELIVERY OF FINANCIAL SERVICES: Oppose limits on interest rates, where appropriate. Oppose restrictions on fees, additional regulation on the financial services industry, duplicative or inconsistent privacy and security requirements, restrictions that would inhibit legitimate business use of personal identifying and credit information, and government interference in contracts.

IMPROVE GOVERNMENT OPERATIONS: Support efficiency and transparency in government operations and consistency in government procurement practices. There should be appropriate reviews of programs, rules, and statutes to streamline all regulatory processes.





TAXATION



MICHAEL DIMARIA, *TOTAL SPECTRUM, CHAIR*

MISSION

The Taxation Committee supports a state and local taxation system that is globally competitive, fair, consistent, transparent, easily administered, and provides tax revenue on the broadest possible basis at the lowest possible tax rates. The taxation system should stimulate economic growth, encourage capital investment in Arizona, and accelerate recovery. The taxation system should promote a business climate that enhances economic vitality, ensures the privacy of confidential taxpayer information, and improves the quality of life for all Arizonans. The taxation system should also avoid inequities and distortions, treating all businesses fairly regardless of size. Policymakers should strive to protect economic gains that have resulted from the pro-growth tax reforms of the past decade.

GUIDING PRINCIPLES

ENHANCE COMPETITIVENESS AND SPUR SMALL BUSINESS GROWTH: Maintain a flat and low-income tax rate for businesses and individuals to enhance economic growth and competitiveness with other states and nations and ensure income is fairly apportioned for all business types. Support efforts to reduce and/or eliminate anti-business taxes at the local level.

SUPPORT MORE COMPETITIVE BUSINESS PROPERTY TAX RATES: Continue reducing the assessment ratio for business property taxes to achieve greater parity with residential property taxes, without encouraging tax shifts to other taxpayers. Oppose policies that would further increase property taxes for commercial property owners by singling out this class of property through changes in the valuation formula, reassessment frequency or tax rate. Permanently eliminate state equalization assistance property tax rate while opposing efforts to establish any statewide property tax and resist the expansion of secondary taxing jurisdictions.

REDUCE CAPITAL GAINS TAXES: Stimulate investment by further reducing taxes on capital gains by increasing the size of the existing deduction for capital gains income from 25% to 57% to better align Arizona's tax code with that of the federal government.



REQUIRE THE ARIZONA DEPARTMENT OF REVENUE (DOR) TO BE MORE TRANSPARENT AND PREDICTABLE: Support reforms at DOR to make its decisions more transparent and ensure appropriate staff and technology needs to service customers.

SUPPORT UNIFORMITY AND SIMPLIFICATION EFFORTS OF the STATE'S TRANSACTION PRIVILEGE/SALES AND USE TAX REGIME: Promote a simplified and uniform transaction privilege tax (TPT) system across jurisdictions and implement simplifications in the TPT systems to reduce tax compliance costs on businesses. Support reform efforts to move prime contracting TPT towards a point-of-sale method; standardize tax imposition language for all TPT classifications; clarify the computer data center exemption and support clarifying modifications to the remote seller/marketplace facilitator classification. Ensure that any new revenue, including collections from the remote seller/marketplace facilitator classification, is used in the most competitive, responsible way. Expand the existing TPT exemption for direct materials incorporated into a manufactured product to include indirect materials used in the production process.

CONFORM ANNUALLY AND IN A TIMELY MANNER TO THE INTERNAL REVENUE CODE: Encourage the State Legislature to annually, and in a timely manner, conform to the federal Internal Revenue Code to ensure clarity of business current year tax and reporting obligations. To mitigate compliance burdens, any areas of non-conformity should be addressed through a modification to the federal tax base and/or an adjustment to applicable tax rates.

ALIGN ARIZONA'S DEPRECIATION POLICY WITH THE FEDERAL TAX CODE: Support efforts to increase business investment through accelerated property depreciation by ensuring that the maximum allowable state deduction never falls below \$500,000.

MAINTAIN A COMPETITIVE RESEARCH AND DEVELOPMENT TAX CREDIT: Ensure the state's research and development (R&D) tax credit is competitive with other locations and serves as a powerful business retention and recruitment tool. Move to make the R&D tax credit permanent and allow businesses the option of an "alternative simplified credit" method.





TOURISM

KIM SABOW, ARIZONA LODGING AND TOURISM ASSOCIATION, CHAIR

MISSION

The Tourism Committee promotes policies that strengthen Arizona's position as a highly desirable business and leisure travel destination nationally and internationally, recognizing that travel, tourism, and hospitality are essential industries and central to Arizona's economic health. The Committee supports efforts to market Arizona as a top visitor destination and enhance the image of our state as an attractive place to live, work and recreate. The Committee strives for a safe environment for tourists and travelers.

GUIDING PRINCIPLES

SUPPORT ECONOMIC RECOVERY INITIATIVES FOR TOURISM AND AVIATION SECTORS: Support efforts to aid recovery of the tourism and aviation sectors, which have been disproportionately affected by the pandemic-induced economic downturn.

GUARD AGAINST UNFAIR TOURIST AND TRAVEL TAXES, POLICIES AND EMPLOYER MANDATES: Discourage public policy initiatives that would unfairly tax or target Arizona visitors or the visitor industry. Oppose any future jet fuel taxes that may put Arizona at a competitive disadvantage. Insist that industry stakeholders have a seat at the negotiating table when city councils contemplate regulations, policies, or mandates that impact the tourism industry.

SUPPORT EFFORTS TO EXPAND CROSS-BORDER TOURISM THROUGHOUT THE STATE: Permanently expand the current Border Crossing Card's border zone to include the entire state of Arizona and support U.S. Customs and Border Protection efforts to pilot expanded travel opportunities. Encourage the U.S. Department of Homeland Security to clearly articulate public health criteria necessary to resume cross-border travel at Arizona land border ports of entry. Oppose policies that disadvantage land crossings versus air travel.





PROMOTE TOURISM AWARENESS: Support a sustainable, long-term funding mechanism for state tourism promotion.

ATTRACT MAJOR EVENTS TO ARIZONA: Position Arizona to be able to consistently attract and host major events in the state.

SUPPORT FEDERAL IMMIGRATION REFORM: Support immigration reform at the federal level that includes visa reform measures to facilitate travel and temporary workers, as well as directs needed resources to Arizona's land and air ports of entry to efficiently and securely process travel into Arizona.

SUPPORT POLICIES THAT PROMOTE MEDICAL TOURISM: Support policies that enhance Arizona's reputation as a world-class destination for cutting-edge health care facilities and services.

SUPPORT ARIZONA'S CULTURAL ATTRACTIONS AND DESTINATIONS AND STATE PARKS: Seek ways to foster the rich cultural tourism opportunities the state of Arizona has to offer.

SUPPORT THE SPORTS INDUSTRY IN ARIZONA: Promote the positive economic and community impact of the Arizona sports industry and seek creative ways to promote and grow sports tourism across the state and beyond Arizona's borders. Oppose policies that would divert revenue from existing sports tourism funding streams.

SUPPORT A STRONG AVIATION SECTOR: Support efforts to lure more domestic and international airline arrivals and departures from Arizona airports.





TRANSPORTATION & INFRASTRUCTURE

DAVID BERRY, KNIGHT-SWIFT TRANSPORTATION CORPORATION, CHAIR

MISSION

The Transportation and Infrastructure Committee advocates for policies and funding for the development of and access to infrastructure improvements, associated maintenance, and modern technologies that create a dependable infrastructure that keep Arizonans employed and help make Arizona attractive to business. The Committee promotes a multi-modal ground and civilian/military air transportation system to support Arizona's growing population, economy, military bases and facilitate intra-state, interstate, and cross border commerce. The Committee supports safety measures to protect motorists and passengers, regulatory reforms, and flexibility to ensure supply chain continuity, and policies and regulations that make possible new and emerging modes of human transit such as ridesharing and the safe development and deployment of autonomous vehicles.

GUIDING PRINCIPLES

PROTECT DEDICATED TRANSPORTATION FUNDING AND INCREASE INVESTMENT IN TRANSPORTATION INFRASTRUCTURE: Invest wisely in statewide highway and road construction to facilitate commerce and reduce congestion. Ensure that adequate, and additional, dedicated public funding is available for current and future transportation needs. Funding mechanisms should emphasize a “user pays” model that adequately and holistically captures appropriate revenues through changes to the existing registration fees or fuel taxes. Ensure that the Highway Users Revenue Fund (HURF) and the State Aviation Fund are used only for uses authorized by law and support the repayment of past sweeps of dedicated transportation funds.

PROTECT COMMUNITIES' AIRPORT ASSETS AND SUSTAIN AIR TRANSPORTATION: Support efforts to preserve and further develop the state's commercial air service industry and encourage efficient and safe passenger and cargo operations. Civil and military airports and the surrounding landowners should take efforts to minimize impacts on one another so that all legally available uses may be enjoyed without loss of private property rights, economic value, and appropriate utilization of airport assets.





FACILITATE BORDER TRANSPORTATION:

Improve efficiency, modernize technology, add more lanes for traffic, and increase hours of operation at ports of entry along the Arizona-Sonora border to facilitate tourism, legal labor mobility and the movement of safe and secure international trade. Ensure that cross-border commercial freight traffic is not disrupted by pandemic-related health protocols.

SUPPORT COST EFFECTIVE UTILITY INFRASTRUCTURE IMPROVEMENTS AND ENSURE FAIR AND CONSISTENT POLICIES FOR UTILITY RIGHTS-OF-WAY USERS:

Ensure agencies with oversight authority of rights-of-ways develop and enforce policies that regulate rights-of-way users in a fair, expeditious and consistent manner. Advocate for policies and practices that remove barriers that would otherwise hamper improvements and maintenance and place the burden of cost directly upon both ratepayers and taxpayers.

UTILIZE PUBLIC-PRIVATE PARTNERSHIPS AND SUPPORT THE DEVELOPMENT OF TOLL ROADS IN ARIZONA THAT MEET SPECIFIC CRITERIA: Use Public-Private Partnerships (P3s) as a mechanism to finance and develop critical infrastructure projects that are mutually beneficial to government and the private sector by providing fair risk-sharing, accountability, and reward. Support consumer-friendly, cost-effective toll road development in Arizona where appropriate for new capacity on roads that otherwise would not be constructed or expanded. Support will be conditional on meeting this and other criteria, including ensuring strict financial accountability to road users, taxpayers, design engineers and contractors. Oppose conversion of existing road lanes to tolls.

PRIORITIZE PROJECTS TO ENSURE UNINTERRUPTED COMMERCE: To the extent possible, promote allocation of funding to high priority structurally deficient and/or obsolete infrastructure associated with key freight corridors to avoid potential disruption of commerce. Advocate for the passage of long-term federal transportation funding that provides Arizona with additional funding and protects its fair share of funds for roads, highways, airport and other transportation needs distributed transparently, advances with technology and with results-based accountability. Support the prioritization of funding based on congestion, safety and goods movement, and support funding for projects that meet these criteria and are properly authorized.

STRENGTHEN RAIL OPERATIONS IN ARIZONA: Support planning efforts that will enhance the efficiency and convenience with which goods and people are moved through the state.

SUPPORT REASONABLE AND FAIR INTERPRETATION OF THE MOTOR VEHICLE CODE: Advocate for the uniform application of the commercial vehicle code through all law enforcement agencies throughout Arizona.

SUPPORT STATE LAW ENFORCEMENT CONSOLIDATION: Support consolidating all transportation related law enforcement responsibilities into a single state agency at the Arizona Department of Public Safety.





WATER, ENERGY & NATURAL RESOURCES

RICHARD SILVERMAN, *JENNINGS, STROUSS & SALMON, PLC, CHAIR*

MISSION

The Water, Energy and Natural Resources Committee promotes a vibrant and growing economy while maintaining good stewardship of our water, State Trust Lands, forests, minerals, aggregate materials, wildlife, and other natural resources. Arizona's water resources, natural resources, and critical energy infrastructure are essential to industry, the economy, and ecology of our state. The overregulation of industry imposes undue costs and needlessly jeopardizes operations that benefit Arizonans. We strive to educate the public and policy makers about Arizona's water supplies, energy infrastructure and natural resource industries to support long range planning and management.

GUIDING PRINCIPLES

PROMOTE THE DEVELOPMENT OF CRITICAL INFRASTRUCTURE:
Support long-range planning for critical water and energy infrastructure, including transmission corridors, power supplies, generation, storage, distribution, production, and desalination technology. Advocate for policies that promote reliability, affordability, and recognize value in the electric power grid as an asset requiring consistent maintenance, improvement, and support through investments by all of those who use and operate the grid. Support the use of securitization, a financial tool used to refinance utility assets, when appropriate, to save residential and business customers money. Support rates that equitably charge customers for their use of the grid and encourage customers to reduce strain on the electric system during high/peak-use times of the day. Support policies and investments that promote reliable electric service and that emphasize resource adequacy, price stability, and consumer protection as a foundation of Arizona's continued economic success.

PROTECT AND SUSTAIN ARIZONA'S SURFACE WATER SUPPLY:
Support protection of Arizona's water rights and entitlements in the Colorado River and elsewhere for use in Arizona. Support public policy consistent with goals of the 1980 Groundwater Management Act and efforts to increase the reliability, sustainability, drought resiliency and overall health of Arizona's surface water systems including the Colorado





River basin system and promote sensible water conservation policies, augmentation opportunities, and sound water management. Support protection of in-state surface water systems and support certainty for water rights holder through the water rights adjudication process.

EDUCATE POLICYMAKERS AND THE PUBLIC ON ARIZONA'S GROUNDWATER SUPPLY, PLANNING & MANAGEMENT: Preserve the spirit of the 1980 Groundwater Management Act which has ensured reliable water resources during drought situations. Disseminate accurate information on the importance of rural and urban groundwater to the public and businesses. Support the Arizona Department of Water Resources' (ADWR) budget, including sufficient funding to maintain a qualified and talented workforce.

PROMOTE SOLUTIONS FOR THE PINAL ACTIVE MANAGEMENT AREA (AMA): Work with stakeholders and officials to develop reliable solutions to the unmet groundwater demand identified by ADWR in the Pinal AMA. Encourage ADWR to work with the business to development long-term solutions to the water supply issues in the Pinal AMA. A secure, long-term water supply provides the basis for investment that will facilitate new housing developments with Certificates of Assured Water (CAWS) and support Arizona's economy through new investments and job growth.

DIVERSIFY ENERGY SUPPLY: Encourage a diverse natural resource economy and energy supply including renewables, advanced nuclear, natural gas, advanced coal technologies, hydrogen, and hydro power, as well as storage technology. Support policies that further the existence and growth of

natural resources industries using science and technology, including mining, oil and gas, rock products, agriculture, ranching, timber and biomass energy. Support clean energy policies that bolster economic growth through the advancement and deployment of new and existing technologies. Oppose efforts that eliminate or limit access to natural gas.

PROMOTE HEALTHY FORESTS: Public policy should encourage and facilitate the active management and thinning of Arizona's federal and state forest lands and recognize that healthy forests are a critical economic driver and essential to maintaining a healthy watershed and providing products that are important to the energy sector.

SUPPORT STATE RIGHTS AND MULTIPLE-USE MANAGEMENT FOR STATE, FEDERAL AND PRIVATE LANDS: Support Arizona in defending its rights to manage private property, municipal property, and state property within federal land use designations to ensure that natural resources are incorporated into their Management Plan.

SUPPORT STATE TRUST LAND MODERNIZATION: Participate in efforts to improve State Trust Land utilization to maximize revenues to the trust for the benefit of the public schools and other beneficiaries. Proposals should be fiscally responsible, provide adequate funding for planning and management of Trust Land, provide regulatory accountability, and minimize, to the extent possible, any negative unintended consequences on business.





WORKPLACE, WORKERS' COMPENSATION AND INSURANCE

MARK KENDALL, *COPPERPOINT INSURANCE COMPANIES, CHAIR*

MISSION

The Workplace, Workers' Compensation, and Insurance Committee advocates for policies to enhance the employee-employer relationship while allowing employers to maintain a competitive labor environment that is adaptable to the employers' needs and respectful of employees' rights. The Committee supports protecting Arizona's right-to-work status, private property rights of employers, and maintaining employers' rights to determine employment policies, salaries, and benefits. The Committee advocates to limit abuse and maintain competitive workers' compensation insurance premiums. The Committee supports maintaining a balance between a fair protection of consumers and creating an insurance regulatory environment that encourages competition and product innovation.

GUIDING PRINCIPLES

RESIST OVERLY BURDENSOME WORKPLACE REGULATIONS:
Government agencies should work with responsible businesses and avoid inappropriate mandates.

PROTECT EMPLOYERS' RIGHTS AND MINIMIZE GOVERNMENT INTERFERENCE IN THE WORKPLACE: Ensure employer autonomy to best serve the needs of their employees and provide innovative business models unique to their operations. Protect employers, their property, and business reputation from damage by malicious concerted action. Advocate for business due process rights, support laws to deter costly litigation, and protect employers' right to maintain a drug-free workplace. Support immigration laws that improve employer access to legal workers, do not harm legitimate businesses, and enable businesses to hire and easily verify workers.

AVOID INTERPRETING BUSINESS INTERRUPTION INSURANCE TO APPLY RETROACTIVELY OR TO LOSSES NOT EXPRESSLY COVERED:
Oppose efforts to reinterpret business interruption insurance policies to apply to virus-caused interruptions unless a policy endorsement expressly covers viruses, epidemics, or pandemics.



WORKPLACE, WORKERS' COMPENSATION AND INSURANCE



ADD CLARITY TO PAID TIME OFF AND SICK LEAVE LAW: Provide clarity and reduce overly burdensome compliance requirements. Penalties should reflect period of non-compliance and not accrue throughout the entire time period preceding a judgment.

SUPPORT CLARIFICATION TO DEFINITION OF HOURS WORKED: Permit de minimis use of electronic devices outside of working hours, such as checking a schedule, without requiring tracking or compensation.

ESTABLISH CRITERIA FOR ASSIGNMENT OF BENEFIT AGREEMENTS: Establish criteria regarding assignment of benefit (AOB) agreements, providing additional protections to assignors, reducing fraud, repair costs, and litigation.

PROMOTE FREE MARKET DELIVERY OF INSURANCE PRODUCTS AND SERVICES: Increase the flexibility of insurers to develop innovative products and practices to distinguish them in the marketplace and ensure a robust private insurance market. Oppose legislation that limits underwriting criteria and the ability to allocate risk. Oppose price controls, marketing and rating restrictions, cost-shifting, coverage requirements and benefit or coverage mandates.

SUPPORT EFFORTS TO REDUCE PRESCRIPTION MEDICATION COSTS: Manage costs of pharmaceuticals in workers' compensation. Ensure greater transparency, close monitoring, management of provider behavior and educating employees to control costs.

PROTECT AND ENHANCE THE PROGRAM INTEGRITY OF THEFT AND FRAUD PREVENTION PROGRAMS IN STATE GOVERNMENT: Ensure an affordable, stable, competitive, and high-quality property and casualty insurance system, and a fair and competitive system of unemployment insurance. Invest in and support policies focused on fraud prevention and auto theft prevention. Maximize the effectiveness of government agencies to ensure they are best serving the needs of the regulated community and protecting employers.

PROTECT THE INTEGRITY OF ARIZONA'S WORKERS' COMPENSATION SYSTEM AND OPPOSE FURTHER ADOPTION OF NEW PRESUMPTIONS OF COMPENSABILITY: Preserve mandatory coverage requirements for all Arizona businesses, improve injured worker care, minimize time off the job, and maintain the requirement that workers must make pre-injury election of remedies. Oppose efforts to circumvent the traditional workers' compensation claim process. Require that any future presumptions or expansions of compensability go through a scientifically based sunrise process. Adhere to traditional legal definitions of presumption.





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