



UNITING BUSINESS



**ARIZONA CHAMBER**  
*of Commerce and Industry*

ADVANCING ARIZONA



# Thank you Corporate Members

*Arizona Chamber of Commerce and Industry corporate members are innovative leaders that share the Chamber's mission to advance Arizona's competitive position in the global economy.*

## Trustee Level



## Chairman Level

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Services Group of America · SCF Arizona · SUMCO Phoenix Corporation · US Airways · Vanguard Health Systems, Inc. · Wells Fargo Bank*

## Officer Level

*Hensley Beverage Company · Polsinelli Shughart PC · Raytheon Company · Swift Transportation · TriWest Healthcare Alliance*

## Board Level

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El Paso Natural Gas · Enterprise Leasing Company · Ernst & Young LLP · Frito-Lay · Health Net of Arizona · Humana Inc. of Arizona · Magellan Health Services  
MCL Enterprises, a Burger King Franchisee · National Association of Industrial and Office Properties · Pfizer Inc. · Republic National Distributing Company  
Scottsdale Healthcare · Sempra Generation · Sims Metal Management Arizona · Tucson Electric Power Company  
UnitedHealthcare of Arizona · Veridus · Yuma Regional Medical Center*

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**Glenn Hamer**  
President and CEO



**Jason Bagley**  
Chairman of Public Affairs



**Reginald M. Ballantyne III**  
Chairman of the Board



**Steve Macias**  
Chairman of the  
Arizona Manufacturers Council

## LETTER FROM CHAMBER LEADERSHIP

Arizona has endured several years of job losses and large budget deficits. Many economists believe that we are now on the cusp of a gradual recovery. The policy choices that our elected leaders make this year will help to determine the course of that recovery.

The Arizona Chamber of Commerce and Industry and the Arizona Manufacturers Council look forward to working with the legislature and governor to advance legislation that will aid in private sector job creation. One of the most important policy components of a job creation strategy is a phased-in restructuring of our taxation system to make Arizona more competitive on a regional, national and even international basis. Thoughtful tax policy changes will make Arizona a more attractive place for businesses to invest and to expand their operations.

The other critical component for economic recovery is a balanced budget that eliminates the structural deficit. No longer can the state government rely on temporary budget balancing techniques such as fund sweeps, federal stimulus funds or sale-leaseback financing of state-owned buildings because these options have been largely exhausted. Bold leadership is required to develop sustainable fiscal solutions that will provide necessary revenue for vital core services such as education, health care and infrastructure, eliminate or minimize any non-essential expenditures, and avoid actions that would jeopardize federal matching funds which are an essential part of Arizona's economy.

The 2011 Business Agenda provides thought leadership on policy issues ranging from regulatory reform to labor law to campaign finance. The Arizona Manufacturers Council's policy agenda is strategically focused to move forward policies targeted to sustain and grow manufacturing throughout Arizona. The Small Business policy agenda has been created in partnership with the Arizona Small Business Association to bring focus to the policy issues facing small employers. We invite you to join with us in advancing these policies to build a stronger economic future for our state.

# 2011 LEGISLATIVE PRIORITIES

**Strongly Support a Job Retention and Creation Package:** Advocate for the passage of legislation to encourage job creation through the expansion of existing businesses and the attraction of new businesses in diverse industries. Support a phased-in restructuring of the state's tax system including, but not limited to:

- A reduction in the corporate income tax rate so that Arizona is better positioned to attract corporate headquarters and quality jobs.
- A reduction in business property taxes to make them more competitive with other states.
- The availability of an elective single sales factor to attract more companies in export-oriented base industries.
- Reduce capital gains taxes to stimulate investment by using the same proportion of capital gains tax to ordinary income tax as the federal system.

**Resolve the Budget Crisis and Build a Stronger Economy:** Work with the Legislature and Governor to close the budget deficit and encourage economic growth as the pathway out of the state's revenue challenges. Encourage prudent expenditure reductions, enhanced efficiency throughout state government, privatization of government functions in cases where cost savings and service improvements are possible, and a fiscally-responsible and Constitutional debt policy. Oppose budget proposals that would shift costs to the private sector or result in a significant loss of federal matching funds, such as funding reductions to the Arizona Health Care Cost Containment System (AHCCCS) or Career and Technical Education (CTE). Oppose efforts to close the budget shortfall through tax increases, expansion of the sales tax base to business-to-business services, the elimination or suspension of proven economic development incentives, an increase the Qualifying Tax Rate (QTR), the sweeping of dedicated funds, or

significant fee increases that could prolong the recession and make Arizona a less competitive business location.

**Continue Regulatory Reform:** Further reform state, county and local government regulatory systems to improve flexibility for businesses and reduce regulatory costs. To that end:

- **Ensure Fairness and Accountability for Fee Setting Authority:** Make certain that fee increases put in place by government agencies, boards or commissions are subject to strict accountability measures. Ensure that the fees are temporary in nature, except in cases where businesses have specifically agreed to move to a permanent fee-based structure. Ensure that the fees are used exclusively to provide the specific services for which they are designed and are not diverted to help balance the state's general fund.
- **Enhance Regulatory Accountability:** Encourage ongoing legislative and agency review of existing regulations to determine whether they are cost-effective and are meeting their intended goals. Ensure that the economic analysis of any proposed new rules is truly objective and is specific to the State of Arizona. Extend the suspension of all new agency rulemakings that increase costs for business and are not required by federal law or necessary for public safety which is currently in place at the state level to the counties. Oppose efforts by cities and other municipal governments to charge fees for basic services such as police and fire protection.
- **Expedite Business Permitting and Licensing Processes:** Streamline processes and utilize technology to make it quicker and easier for businesses and professionals to get the permits and licenses necessary to operate. Encourage the creation of a web-based one-stop shop for business start-ups.

## 2011 LEGISLATIVE PRIORITIES

**Eliminate Public Financing for the Clean Elections System:** Support a referral to the voters to do away with the public financing portion of the Clean Elections system so that taxpayer funds are no longer used to support state political campaigns. Oppose legislation that would increase the base funding provided by taxpayers for the political campaigns of publicly financed candidates who are running against privately financed ones.

**Oppose the Employee Free Choice Act (Card Check):** Stop Card Check at the Congressional level and protect against any actions of the National Labor Relations Board (NLRB) that could reduce the rights of employers in union organizing elections and weaken the right of employees to a secret ballot. Oppose mandatory federal government arbitration for union contract negotiations.





# ARIZONA MANUFACTURERS COUNCIL

## Principles:

- Ensure that Arizona provides a globally competitive environment for the manufacturing sector that promotes innovation and furthers investment in research and development.
- Create an economical and understandable regulatory and legal environment that facilitates manufacturing operations.
- Support a taxation system that promotes capital investments and improves the manufacturing sector's global competitiveness.
- Improve employer access to highly skilled employees. Support strong accountability measures, innovative management techniques, enhanced academic rigor, and efficient use of resources to improve education throughout Arizona.
- Reform Arizona's workers' compensation system to improve employee care and ensure cost efficient use of employer dollars.
- Support the development of a multi-modal transportation system to facilitate the movement of goods and services.
- Support a market-driven health care system that makes it easy for employers to provide health insurance benefits for their employees.

**Steve Macias:** *Chairman of AMC, Pivot Manufacturing*

**Jerry Holden:** *Vice Chairman of AMC, Goodrich Corporation*



# ARIZONA MANUFACTURERS COUNCIL: GOALS

## Short Term:

**Reform Arizona's Tax System to Make It More Competitive for Manufacturers:** Support efforts to reform Arizona's tax system to encourage business investment and the creation of high wage jobs by reducing business property tax rates and income tax rates paid by manufacturers. Support a comprehensive job creation package to make Arizona's tax system globally competitive in order to aid in economic recovery, fiscal stability, and industry diversification. Specific reforms include:

- **Reduce Business Property Taxes:** Support efforts to phase down the assessment ratio for commercial property so the rates applied to manufacturing property are closer to the rates levied on the residential property. Support legislation that would phase down or eliminate the statewide property tax in a fiscally sound manner. Support further improvements to Arizona's business personal property tax system by improving the accelerated depreciation schedules.
- **Reduce Corporate Income Rates and Authorize Elective Single Sales Factor:** Phase down the corporate income tax rate so that it is regionally, nationally, and internationally competitive. Build on the economic development success Arizona had with the 80% super-weighted sales factor legislation by allowing businesses to opt into a single (100%) sales factor system.
- **Oppose Efforts to Expand the Sales Tax Base to Services Impacting Manufacturing:** Oppose measures that would place additional taxes on Manufacturers business processes. Expanding the sales taxes to certain services would require new taxes on inputs to the manufacturing process.

**Protect and Enhance the Job Training Program:** Support legislation that protects the Job Training Fund for incumbent and new employer training

needs from sweeps and transfers. Endorse efforts to create additional job training incentives for new employment.

**Continue Regulatory Reform:** Continue efforts to reform state, county and local government regulatory systems to improve flexibility for businesses and reduce regulatory costs. Work with state agencies to streamline permitting processes and eliminate unneeded or duplicative rules and regulations. Champion efforts to allow for more electronic filings of permits, and work with agencies to redesign their regulatory processes to make them more user-friendly for the regulated community. Support enhanced protections for companies that voluntarily audit their regulatory compliance, then self-disclose and remediate the potential violations in a timely manner. Work with the county governments and state policy makers to expand many of regulatory reforms concepts adopted at the state level to county governments either through state law changes or county level reforms.

**Enact Permit Fee Reform:** The legislature and governor have directed many regulatory agencies fully fund their entire agency budgets through permit fees. Ensure that new or increased fees are appropriately set in a transparent manner and that state agencies are streamlining regulatory processes to the maximum extent possible. Champion reductions in the overhead charged to agencies and permittees by the Arizona Department of Administration and encourage the aggressive use of general permits, on-line permitting and the use of private contractors as a mechanism to hold costs to a minimum.

**Curb Union Organizing Abuses:** Continue aggressive efforts to protect employee rights through a multi-pronged package:

- **Advocate Against the Federal Employee Free Choice Act (Card Check).** Stop Card Check at the Congressional level and protect against any actions of the National Labor Relations Board (NLRB) that could reduce



# ARIZONA MANUFACTURERS COUNCIL: GOALS

the rights of employers and weaken the right of employees to a secret ballot. Oppose mandatory federal government arbitration for union contract negotiations.

- **Strengthen Arizona's Labor and Employment laws.** Support efforts to provide businesses with a streamlined mechanism to protect their private property rights against trespassing from unions that are protesting and engaged in unauthorized organizational efforts. Support statutory protections that allow Arizona employees to protect their paychecks from automatic withdrawals to unions and other organizations after the date they terminate their relationship with these groups. Create new mechanisms to ensure that employees are well educated in their rights related to inappropriate union organizing efforts.

**Support Further Tort Reform:** Continue to improve Arizona's tort and legal system so that it is viewed favorably in the marketplace. Champion the development of reasonable caps on appeal bonds posted by businesses that are appealing adverse lower court decisions.

**Develop New Protections Against Workers' Compensation Fraud and Eliminate Barriers that Limit Employees' Ability to Return to Work:** Improve Arizona's workers' compensation system to ensure that it provides the needed benefits and assistance to injured workers in a cost effective manner. Improve the ability of employers and their agents to verify the existence of any unreported secondary employment of injured workers and ensure that any work accommodations for injured workers that are consistent with the Americans with Disabilities Act (ADA) are not considered sheltered employment.

**Promote the Defense and Aerospace Industries as Economic Engines:** Support efforts to promote Arizona's defense and aerospace industry with Arizona's Congressional delegation. Develop policies to enhance the future growth of this critical industry.

**Oppose the Discount Pricing Consumer Protection Act:** Protect U.S. brands and American jobs by opposing efforts to repeal the Supreme Court's sound antitrust policy decision in the Leegin case.

## Long Term:

**Support the Extension of Medical Networks:** Extend the ability to create medical networks for workers' compensation claims from self-insured private employers to other businesses, insurance providers and political subdivisions to reduce costs and facilitate the coordination of patient care.

**Support Enhanced Air Transportation Options in Metro-Phoenix:** Promote the Arizona Direct Project, an effort to build Phoenix-Mesa Gateway Airport into an international cargo hub. Work with policymakers to remove barriers to its growth. Create a dialogue with business customers, policymakers and transporters to create the needed infrastructure to make the Phoenix-Mesa Gateway Airport a true cargo port for Arizona.

**Increase the Output of Students Who Are Prepared for the Modern Manufacturing Workplace:** Protect against cuts to the career and technical education (CTE) programs. Support policies to improve math and science education at all levels so that Arizona students master a baseline of knowledge that will prepare them for post-secondary education and manufacturing careers. Encourage efforts to make more cost-effective options available for students who are pursuing degrees or certificates at post-secondary institutions. Support the implementation of the "Dream it Do It" campaign that inspires and educates young people about rewarding careers in manufacturing.

**Promote the Manufacturing Extension Partnership (MEP):** Maintain the long-term viability of the Manufacturing Extension Program (MEP), a federal program managed through the Department of Commerce to provide technical education and training to manufacturers.

# SMALL BUSINESS

## Principles:

The Arizona Chamber of Commerce and Industry in partnership with the Arizona Small Business Association supports public policies that create an environment where innovation, entrepreneurship, and the spirit of small business can thrive. Together, we support policies to create:

- A tax system that encourages small businesses to invest in their workforce and Arizona-based operations
- An economic development program that encourages economic diversification and improves access to capital for young and growing companies
- A regulatory system that is easy to navigate and understand
- An educational system that produces a talented workforce
- A health care system that provides affordable access to quality care for the employees of small businesses as well as sole-proprietors



**Tim Jeffries:** *Executive Committee Chairman, P7*

**Donna Davis:** *Co-Chairman, Arizona Small Business Association*

# SMALL BUSINESS

## Taxation:

**Strongly Support a Job Retention and Creation Package:** Advocate for the passage of legislation to encourage job creation through the expansion of existing businesses and the attraction of new businesses in diverse industries. Ensure that such legislation includes provisions that will reduce the tax burden on small businesses so they are able to bring on new employees and make important investments.

**Conform the State Net Operating Loss (NOL) Carry Forward to the Federal Carry Forward:** Increase the number of years that a business can claim a net operating loss from five to twenty so that it is consistent with the federal carry forward period and supportive of the development of new and innovative businesses.

**Extend Federal Tax Reductions:** Avoid the largest tax increase in American history by extending all of the tax reductions put into place in 2001 and 2003, commonly known as the “Bush tax cuts,” including the capital gains tax, dividends tax, income tax, and estate tax reductions, among others.

**Repeal the 1099 Reporting Requirement:** Encourage Congress to repeal Section 9006 of the Patient Protection and Affordable Care Act before it comes into effect in 2012. This provision would place costly and complicated reporting requirements on small businesses by requiring an IRS form 1099 to be filed for virtually all purchases totaling \$600 or more with any vendor in a tax year.

## Economic Development:

**Maximize the Potential of the Newly Created Arizona Commerce Authority:** Support the work of the Arizona Commerce Authority to lead statewide economic development activities, make Arizona a more competitive business location, expand existing businesses and attract new

ones. Assist the Authority in developing reliable economic performance indicators to guide policy making and measure the effects of tax policy changes on job creation and capital investment in Arizona.

**Stimulate Early-Stage Capital Formation:** Encourage innovative solutions that increase access to capital by start-up and early-stage technology ventures across the state in order to support the development of new businesses and increase economic diversification.

## Regulations:

**Continue Regulatory Reform Process:** Support continuation of the regulatory reform process at all levels of government in Arizona to promote more consistent government enforcement and compliance policies and increased government accountability.

**Expedite Business Permitting and Licensing Processes:** Streamline processes and utilize technology to make it quicker and easier for small businesses and professionals to get the permits and licenses necessary to operate. Encourage the creation of a web-based one-stop shop for business start-ups.

**Strengthen the Use of Economic Analysis in Rulemaking:** Improve the rulemaking process for state agencies by enhancing the importance, independence and quality of the economic analysis in the development and review of rules, including with the Governor’s Regulatory Review Council. Support efforts to systematically reduce the economic burden of current regulations on small business and provide increased protections for the regulated community to prevent the adoption of burdensome and costly regulations.

# SMALL BUSINESS: GOALS

## Education:

**Recruit and Maintain Highly Effective Teachers and Administrators:** Support market- and performance-based pay, alternative pathways to teaching careers, and successful ongoing professional development and mentoring programs. Develop plans to increase the number of effective teachers and principals in high-poverty schools and hard-to-teach subjects. Support differentiated pay and loan forgiveness programs for math and science teachers.

**Expand Educational Choice:** Support measures to expand public and private educational options from preschool all the way through post-secondary education, including traditional district and charter public schools, private K-12 schools, distance learning, home schooling, career and technical education (CTE) and private colleges and universities.

**Align Post-Secondary Education with Employer Needs:** Support efforts to create a comprehensive higher education system throughout Arizona that includes state universities, community colleges, private universities, and other post-secondary institutions. Expand programs to educate professionals in critical shortage areas. Actively recruit and promote private universities to locate and expand in Arizona. Support the Arizona Board of Regents process to better connect community colleges with state universities for the purpose of allowing for a more seamless transition for students.

## Health Care:

**Support a Thoughtful and Transparent Approach in the Establishment of a State Insurance Exchange:** Support the development of a minimally regulatory, state-based health insurance exchange as required by the federal Patient Protection and Affordable Care Act. Support an approach that minimizes administrative costs, preserves competition and choice within the insurance market, preserves a market outside of the exchange and makes it easier for small employers and individuals to purchase the health insurance coverage they need.

**Facilitate Small Business Access to Health Insurance:** Support efforts to make it more feasible for small businesses to provide health insurance to their employees.

# BUDGET & GOVERNMENT REFORM

## Principles:

- Continue making the state budgeting process more transparent and fiscally responsible.
- Support state budgeting that maintains dedicated funds for their intended purposes and restores dedicated funds that have been diverted to help balance the state budget.
- Ensure that permit and user fees are subject to strict accountability measures.
- Ensure that one-time funds are not used to create new or expanded, on-going government programs.
- Support a responsive and stable state government that allows the free market to maximize economic activity throughout the state.
- Support an election system with a clear citizen initiative process and a fair and transparent campaign finance system.
- Require the state to have a truly balanced budget.
- Support the recommendations of the Arizona Chamber's Fiscal Policy Task Force including: reforming the process for achieving a balanced budget, budget triggers, additional transparency and accountability for spending increases, further privatization of state activities when cost savings can be realized, reform of the Students FIRST program, and the establishment of a statewide debt policy.



**Jim Campbell:** *Executive Committee Chairman, Qwest Corporation*

**Greg Ensell:** *Vice Chairman, Cox Communications*

# BUDGET & GOVERNMENT REFORM: GOALS

## Short Term:

**Reform Public Retirement Programs:** Take measures to ensure that government employee retirement systems (ASRS, PSPRS, CORP, EORP) are actuarially sound and that any unfunded liabilities are made fully transparent to elected leaders and the public in order to avoid any future solvency issues and to prevent the government's contribution from rising to a level that crowds out the ability to fund critical government functions such as public education, universities, and health care. Consider moving toward a defined contribution plan for new employees and elected officials. Identify ways to enhance investments and minimize administrative costs.

**Ensure Fairness and Accountability for Fee Setting Authority:** Make certain that fee increases put in place by government agencies, boards or commissions are subject to strict accountability measures. Ensure that the fees are temporary in nature, except in cases where businesses have specifically agreed to move to a permanent fee-based structure. Ensure that the fees are used exclusively to provide the specific services for which they are designed and are not diverted to help balance the state's general fund.

**Encourage Further Privatization of State Government Functions:** Support the work of the Arizona Commission on Privatization and Efficiency to review services provided by government agencies in order to determine where cost savings and service improvements could be realized through privatization.

**Eliminate Public Financing for the Clean Elections System:** Support a referral to the voters to do away with the public financing portion of the Clean Elections system so that taxpayer funds are no longer used to support state political campaigns. Oppose legislation that would increase the base funding provided by taxpayers for the political campaigns of publicly financed candidates who are running against privately financed ones.

**Reform the Initiative and Referendum Processes:** Increase transparency and prevent abuses of Arizona's initiative and referendum processes by:

- Moving up the deadline for initiative petitions to be filed with the Secretary of State;
- Requiring pre-circulation review of language, content, and constitutionality of initiatives;
- Instituting a ballot title and summary review board;
- Reducing fraud in the petition signature gathering process; and
- Modifying Proposition 105 as passed in 1998 in a prospective way to better allow the legislature and Governor to set the state budget.

**Support Government Transparency:** Expedite the implementation of the requirement for state and local governments to post their revenues and expenditures, including those associated with contracts and subcontracts, on the Internet.

## Long Term:

**Improve State Government:** Explore a set of reforms designed to make state government work better for the citizens it represents. Items that should be considered include:

- Limit the length of the legislative session to ensure that the work of government is concluded in a timely manner each year.
- Create the office of Lieutenant Governor to smooth the transition in cases where the Governor leaves office before the end of his or her term.
- Do away with term limits on state elected offices so that voters have the option to re-elect public servants for additional terms.



## BUDGET & GOVERNMENT REFORM: GOALS

- Determine whether certain elected positions should be appointed by the Governor with legislative confirmation, particularly for positions that demand a high level of technical expertise.

**Limit the Use of Debt:** The Arizona Chamber continues its historical opposition to the use of debt financing for the operating expenses of the state. Debt financing for capital expenditures should be subject to strict safeguards and limitations, such as:

- Debt financing should not be used as a means to avoid or forestall program reductions, nor should it be used as a first step to resolving the budget deficit.
- Any general fund monies freed up from the issuance of debt should be focused exclusively on those activities that support economic growth and diversification and enhance the state's competitive position.
- Authorizing statutes should require accelerated repayment as soon as state revenues improve. For example, a budget "trigger" based on revenue growth could require that additional funds be dedicated to the early retirement of financial debt.

**Establish a Statewide Debt Policy:** Support the creation of a debt policy for the state as well as local, county, and special taxing jurisdictions consistent with fiscally responsible parameters for the use of debt financing for long-term capital assets. Support the publication of an annual state debt affordability index. The types of debt instruments, terms of financing, the impact of debt on taxation and state expenditures, the state's ability to repay the obligation during the useful life of the asset, identification of appropriate revenue streams for paying off the debt, the total amount of state and local debt outstanding, inflationary expectations, and other sound financial principles should be included in the policy. Safeguards should be put in place to ensure the state does not accumulate more debt than it can

afford to service. Legal reforms consistent with a thoughtful review of the constitution should be considered so that the state has access to optimal, transparent, and straight-forward financing terms.

**Limit the Use of Accounting Gimmicks to "Balance" the State Budget:** Limit the use of non-sustainable budget techniques that create long-term fiscal problems for the state, including but not limited to K-12 and university rollovers, and fund sweeps from dedicated accounts. Eliminate the use of these techniques and encourage the legislature to put a plan in place to restore money diverted by these techniques as soon as the state comes out of the fiscal crisis.

**Enhance Legislative Authority Over the Budgeting Process:** Provide a complete picture of government spending activities and increase oversight of state agency budgets.

**Replenish the Budget Stabilization Fund (Rainy Day Fund):** Ensure that the fund is used exclusively for established state programs during economic downturns, not to expand government services. Implement a plan to replenish the Fund when the current fiscal crisis has ended. Explore options for increasing the fund size when the economy has recovered.



## DEFENSE & AEROSPACE

### Principles:

The defense and aerospace industry employs tens of thousands of Arizonans at wages that are more than double the average salary and has a significant economic impact throughout the state. The Defense and Aerospace Committee brings together companies and supplier networks to advocate for programs and policies to maintain and expand the manufacturing and research and development base in these crucial sectors. The committee works strategically at the state and federal levels to engage lawmakers and the broader businesses community in efforts to make Arizona more competitive for defense and aerospace companies and to preserve and grow jobs in this industry.

### Action Plan:

- Work with Arizona's Congressional delegation in state and in Washington D.C. to create a unified voice in support of the state's defense and aerospace industry.
- Structure prime contractor and supplier networks within each of Arizona's Congressional districts to advocate for companies and programs which are important to the state and region.
- Provide input to Arizona's Congressional delegation on major defense appropriation bills and federal budget areas including the Department of Defense, NASA, and Department of Homeland Security.

**Edward Muñoz:** *Executive Committee Chairman, Raytheon Company*

**Mark Gaspers:** *Vice Chairman, The Boeing Company*

## DEFENSE & AEROSPACE: GOALS

- Establish a communication strategy to enhance awareness of the defense and aerospace industries through the strategic use of electronic and traditional media and communication tools. Identify media opportunities and work with member companies and suppliers to take advantage of increased focus on defense and aerospace issues in the media.
- Organize factory visits at member companies with Congressional and state leaders highlighting key programs and projects.

### Policy Goals:

The Defense and Aerospace Committee supports the positions espoused by the Chamber's policy committees with a special emphasis on those that impact the defense and aerospace industries, including:

### Short Term:

**Strongly Support a Job Retention and Creation Package:** Advocate for the passage of legislation to encourage job creation through the expansion of existing businesses and the attraction of new businesses in diverse industries. Support a phased-in restructuring of the state's tax system including, but not limited to:

- A reduction in the corporate income tax rate so that Arizona is better positioned to attract corporate headquarters and quality jobs.
- A reduction in business property taxes to make them more competitive with other states.
- The availability of an elective single sales factor to attract more companies in export-oriented base industries.

- Reduce capital gains taxes to stimulate investment by using the same proportion of capital gains tax to ordinary income tax as the federal system.

### Ensure the Future of Arizona's Airports and Military Installations:

Strongly support efforts to bring the new F-35 training mission to Luke Air Force Base. Support cooperation between the governor, legislature, tribal and municipal governments, and private entities on compatible land use planning and zoning in areas surrounding airports and restricted airspace. Public and military airports are key economic drivers in the state. Arizona's rapid population growth has led to residential encroachment around airports, which has resulted in restricted hours of operation and strict limitations on aircraft arrivals and departures. Efforts to prevent unbridled encroachment will help to ensure the future of the aviation industry and related jobs in Arizona.

**Preserve the Job Training Fund:** Oppose fund sweeps from the Job Training Fund as a means of balancing the state budget. The Job Training Fund is funded by a dedicated tax on employers to provide job-specific grants for customized training programs for new and incumbent workers to that increase and update their skills.

### Maintain and Grow Arizona as Competitive in Defense and Aerospace:

Support legislation that reduces barriers to future defense and aerospace sector jobs remaining within the state so that Arizona can become a more competitive business location for the global defense and aerospace market. Enhance competitive posture relative to steps taken by other states such as eliminating sales tax on international sales and services of defense and aerospace products that remain within the state. Support measures that lower property tax burden to defense and aerospace manufacturing sites within the state.

## DEFENSE & AEROSPACE: GOALS

**Maintain a Competitive Research and Development Tax Credit:** Closely monitor the recent increase in the state's research and development tax credit to ensure it continues to be competitive with other localities and serves as a powerful business retention and recruitment tool.

**Support Globally Competitive Performance Standards and Assessment:**

Assist in the implementation of the Common Core standards to help prepare all Arizona students for success in post-secondary education and the workforce. Align assessments with high school exit criteria and college entrance requirements. Develop curricular frameworks and materials, formative and interim assessments, professional development materials, and other strategies to translate standards and assessments into classroom practice.

**Improve Math and Science Education:** Support policies to improve math and science education at all levels so that Arizona students master a baseline of knowledge that will prepare them for post-secondary education or careers that require advanced math and science skills. Restore funding for proven scholarship programs for teachers of math, science, and special education.

**Recruit and Maintain Highly Effective Teachers and Administrators:**

Support market- and performance-based pay, alternative pathways to teaching careers, and successful ongoing professional development and mentoring programs. Develop plans to increase the number of effective teachers and principals in high-poverty schools and hard-to-teach subjects. Support differentiated pay and loan forgiveness programs for math and science teachers.

**Promote University Research and Technology Commercialization:**

Increase private sector funding of research and development at state universities. Increase receipts of federal research grants. Facilitate the ownership of intellectual property rights resulting from joint research efforts. Foster the commercialization of innovations developed in universities by industries in Arizona.

### Long Term:

**Align Post-Secondary Education with Employer Needs:** Support efforts to create a comprehensive higher education system throughout Arizona that includes state universities, community colleges, private universities, and other post-secondary institutions. Expand programs to educate professionals in critical shortage areas. Actively recruit and promote private universities to locate and expand in Arizona. Support the Arizona Board of Regents process to better connect community colleges with state universities for the purpose of allowing for a more seamless transition for students.

# EDUCATION & WORKFORCE DEVELOPMENT

## Principles:

- Expand employer access to a qualified workforce.
- Improve education at the Pre-K, K-12, and post-secondary levels so students have the skills necessary for success in the global economy.
- Develop a school financing system and educational structure that improves learning outcomes in a financially responsible manner.
- Ensure that the entire educational system is accountable for student learning and expenditures of taxpayer funds.
- Support increased competition that improves student achievement in K-12 education.
- Promote lifelong learning, continuing/adult education, and workforce training.



**Dave Howell:** *Executive Committee Chairman, Wells Fargo*

# EDUCATION & WORKFORCE DEVELOPMENT: GOALS

## Short Term:

**Initiate School Finance Reform:** Comprehensively reform Arizona's public school financing system for maintenance and operations as well as construction in order to better allocate resources, improve educational achievement, and keep pace with population growth. Create a funding system that enables schools to prepare students for success in the 21st Century workforce. Ensure that the funding structure creates incentives for cost-effective behavior and improves budget transparency.

**Improve Math and Science Education:** Support policies to improve math and science education at all levels so that Arizona students master a baseline of knowledge that will prepare them for post-secondary education or careers that require advanced math and science skills. Restore funding for proven scholarship programs for teachers of math, science, and special education.

**Recruit and Maintain Highly Effective Teachers and Administrators:** Support market- and performance-based pay, alternative pathways to teaching careers, and successful ongoing professional development and mentoring programs. Develop plans to increase the number of effective teachers and principals in high-poverty schools and hard-to-teach subjects. Support differentiated pay and loan forgiveness programs for math and science teachers.

**Enhance Educational Data Collection:** Monitor the implementation of the recently enacted data collection legislation to ensure that it meets the intended goals of improving accountability and management at the state, district, and school site level and to integrating student, teacher, and curriculum information. Ensure that the system enables educators to use data to drive instruction in the classroom on an ongoing basis.

## Support Globally Competitive Performance Standards and Assessment:

Assist in the implementation of the Common Core standards to help prepare all Arizona students for success in post-secondary education and the workforce. Align assessments with high school exit criteria and college entrance requirements. Develop curricular frameworks and materials, formative and interim assessments, professional development materials, and other strategies to translate standards and assessments into classroom practice.

**Expand Educational Choice:** Support measures to expand public and private educational options from preschool all the way through post-secondary education, including traditional district and charter public schools, private K-12 schools, distance learning, home schooling, career and technical education (CTE) and private colleges and universities.

**Oppose Regulations that Would Undermine Student Access to Post-Secondary Education:** Oppose the U. S. Department of Education's proposed gainful employment regulation due to the negative consequence the proposed approach would have on the ability of non-traditional students to attend college and the resulting impact on the workforce pipeline.



# EDUCATION & WORKFORCE DEVELOPMENT: GOALS

## Long Term:

**Align Post-Secondary Education with Employer Needs:** Support efforts to create a comprehensive higher education system throughout Arizona that includes state universities, community colleges, private universities, and other post-secondary institutions. Expand programs to educate professionals in critical shortage areas. Actively recruit and promote private universities to locate and expand in Arizona. Support the Arizona Board of Regents process to better connect community colleges with state universities for the purpose of allowing for a more seamless transition for students.

**Promote the Use of Technology for Teaching, Learning, and Administration:** Provide incentives for schools to utilize technology to improve classroom instruction, accountability, and productivity. Ensure that students master the technological skills necessary to succeed in a business environment. Encourage the use of distance learning to expand the availability of Advanced Placement (AP) courses and other specialized programs of study through the state.

**Endorse School District Unification and Consolidation:** Consolidate and/or unify school districts when operational efficiencies and/or comprehensive articulation of curricula across districts can be demonstrated and achieved.



# ENVIRONMENT

## Principles:

- Advocate for environmental policies that are responsive to Arizona's unique needs based on sound science, the principles of risk identification, reduction and management, and clear statutory authority, while respecting the rights of the regulated community and not placing an undue burden on the successful operation of business.
- Ensure that any new or expanded environmental regulation is subject to legitimate, consensus-based stakeholder involvement, is not duplicative or inconsistent with existing federal or state regulation, and is cost-effective in achieving the stated environmental goals.
- Support environmental regulatory agencies that implement and oversee environmental laws and regulations in a fair, reasonable, and consistent manner.
- Ensure compliance by agencies at all levels of government with existing regulatory reform requirements, and support additional regulatory reform policies that provide for full and consistent application of the law and agency accountability.
- Encourage policies that balance the need to increase energy supplies and diversity, improve energy efficiency and protect the environment.



**Jeff Homer:** *Executive Committee Chairman, General Dynamics*

**Luke Narducci:** *Vice Chairman, Polsinelli Shughart PC*

# ENVIRONMENT: GOALS

## Short Term:

**Ensure Fairness and Accountability for Environmental Fees:** Make certain that any fee increases put in place by government agencies are subject to strict accountability measures, are temporary in nature and are used exclusively to provide the specific services for which they are designed and not to fund the general operations of government entities or to help balance the state's general fund. Seek assurances that any new or increased fees will not be used for other purposes.

**Encourage the EPA to Approve Maricopa County's Plan to Reduce PM-10:** Oppose efforts by the EPA to partially disapprove the State Implementation Plan (SIP) for five percent reductions in PM-10 in Maricopa County in order avoid economically damaging sanctions, including the loss of vital federal transportation funding. Support the assertion by the Maricopa Association of Governments that the EPA's application of the exceptional events rule is flawed and arbitrarily applied. Support reasonable, cost-effective measures to meet the National Ambient Air Quality Standards (NAAQS).

**Carefully Monitor the Implementation of the Tailoring Rule:** Work with state and county regulators to ensure that the EPA's tailoring rule for greenhouse gas emissions is implemented in a way that will mitigate cost increases and permitting time delays for businesses to the greatest extent possible.

**Oppose Regulation of Coal Combustion Residuals (CCR) as Hazardous Waste:** Oppose efforts by the United States Environmental Protection Agency to regulate CCR's as hazardous waste under RCRA Subtitle C and support the approach of regulating CCR's as non-hazardous waste to protect the environment and make available an important commodity for Arizona's economic prosperity.

**Adopt Voluntary National Best Practices for E-Waste:** Support the adoption of environmentally sustainable processes for the recycling of electronic waste based on proven best practices. Oppose policies that create new bureaucratic processes, require manufacturers to follow a different procedure in Arizona than in other states, add new fees for businesses, or place the entire responsibility for recycling electronic waste on a single industry sector.

**Support the Water Quality Assurance Revolving Fund (WQARF) Program:** Support adequate funding to achieve the objectives of the WQARF program as the remediation program for contaminated sites in Arizona and not the federal Superfund program.

**Continue Regulatory Reform Process:** Support continuation of the regulatory reform process at all levels of government in Arizona to promote more consistent government enforcement and compliance policies and increased government accountability.

**Streamline Environmental Permitting Process:** Work with appropriate regulatory agencies to develop a streamlined process for getting environmental permits for proven technologies.

**Monitor Federal and Regional Climate Change Policy Discussions:** Review, and when appropriate, seek to influence federal climate change legislation and regulation. Monitor the State of Arizona's participation in the Western Climate Initiative. Ensure that any implementation of the WCI measures is consistent with the interests of Arizona business.

**Improve Energy Efficiency:** Support appropriate incentives for the development and deployment of cost effective energy efficiency programs.

## ENVIRONMENT: GOALS

### Long Term:

**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.

**Re-designate Air Quality Non-Attainment Areas:** Support efforts to have the Arizona Department of Environmental Quality apply to the U.S. Environmental Protection Agency to re-designate air quality non-attainment areas that have attained compliance as attainment areas in our state.

**Support Administrative Procedural Safeguards:** Oppose the adoption of rules, fees, and fee increases that violate constitutional protections of due process for Arizona business.



# HEALTH CARE

## Principles:

- Ensure statewide access to high quality health care.
- Develop market-based solutions to reduce the large number of uninsured Arizonans.
- Decrease government cost-shifting by reducing the incidence of uncompensated and under-compensated care and supporting adequate state funding for the Arizona Health Care Cost Containment System (AHCCCS) in order to draw down federal matching funds.
- Promote free market delivery of and payment for health care services.
- Champion increased access to complete and accurate information to aid in purchasing and delivery decisions.
- Support the cost-effective and appropriate usage of technology throughout the health care industry.
- Advocate for a cost-effective and equitable civil litigation system that encourages medical professionals to practice in Arizona.
- Oppose price controls, marketing and rating restrictions, unnecessary and costly benefit and coverage requirements, and other government mandates.
- Oppose barriers to the cost-effective prevention of illness and management of chronic disease and the promotion of wellness.

**Dennis Dahlen:** *Executive Committee Co-Chairman, Banner Health*  
**Benton Davis:** *Executive Committee Co-Chairman, UnitedHealthcare*



# HEALTH CARE: GOALS

## Short Term:

**Support a Thoughtful and Transparent Approach in the Establishment of a State Insurance Exchange:** Support the development of a minimally regulatory, state-based health insurance exchange as required by the federal Patient Protection and Affordable Care Act. Support an approach that minimizes administrative costs, preserves competition and choice within the insurance market, preserves a market outside of the exchange and makes it easier for small employers and individuals to purchase the health insurance coverage they need.

**Minimize the Hidden Health Care Tax:** Require the county, state, and federal governments to allocate appropriate funding to reduce uncompensated care and adequately reimburse providers for care rendered to patients on Medicare and AHCCCS in order to reduce the hidden health care tax paid by businesses and individuals. Maintain existing state and federal funding for AHCCCS, restore funding for Disproportionate Share Hospital (DSH) programs, and ensure funding levels keep pace with growth in the eligible populations and medical inflation.

**Reauthorize Federal Funding for Emergency Health Care Provided to Undocumented Aliens:** Support reauthorization of the lapsed Section 1011 of the Medicare Prescription Drug, Improvement and Modernization Act so that hospitals are reimbursed for a portion of the costs they incur providing emergency health care services to undocumented aliens as required by the federal Emergency Medical Treatment and Labor Act (EMTALA).

**Support an Increased Number of Health Care Workers Statewide:** Support efforts to train and recruit physicians, nurses, and other health care professionals in both rural and urban areas of the state. Restore state funding for Graduate Medical Education (GME) which provides funding for hospital residencies in order to draw down federal matching funds.

**Reform the Health Care Liability System:** 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 professional liability lawsuits, and limit the amount of medical malpractice payouts in order to attract more health care professionals to Arizona and bring down the costs of health care.

**Expand Health Care and Health Information Technology:** Support the cost-effective and secure integration of technology, including electronic medical records, throughout the health care industry. Support the ongoing work of Arizona's Health-E Connection to make Arizona a leader in the deployment of health information technology. Support the expansion of e-prescribing and other technologies to increase access to health care and reduce costs. Oppose duplicative government imposed reporting requirements.



# HEALTH CARE: GOALS

## Long Term:

**Facilitate Small Business Access to Health Insurance:** Support efforts to make it more feasible for small businesses to provide health insurance to their employees.

**Enhance Health Care Information Transparency:** Support better access to cost and quality information throughout all segments of the health care system so consumers can make cost-effective health care decisions. Examine projects and initiatives designed to facilitate access to cost and quality information by making data more uniform, understandable, accurate, and complete. Oppose duplicative government imposed reporting requirements.

**Support Innovative Methods for Providing Health Care in Rural Arizona:** Support the advancement of telemedicine technology and services in order to enhance access to medical services statewide. Promote distance learning for health care professionals through increased use of telemedicine.

**Oppose Pharmaceutical and Medical Device Marketing and Sampling Restrictions:** Oppose legislation that would add costly new regulations and reporting requirements for the marketing of prescription drugs and medical devices.



A sepia-toned photograph of a Black male judge in a black judicial robe, sitting at a bench with a wooden gavel and books. He is looking off to the side with a serious expression.

## LEGAL, REGULATORY & FINANCIAL SERVICES

### Principles:

- Arizona's legal system for settling disputes should be fair and responsive to the needs of civil litigants. Appropriate checks and balances should be assured in the process of adopting court rules.
- The same principles of reasonable and constitutional checks and balances that apply to Arizona's branches of government should apply to state regulatory agencies, including the Arizona Corporation Commission. Support appropriate balance of power and accountability between the courts, the legislature, the executive, and the Corporation Commission. Regulatory accountability and transparency should help lawmakers and regulators balance the benefits and costs of regulations while protecting the rights of the regulated.
- The financial services industry should be allowed maximum flexibility to develop innovative products and practices within the marketplace.



**Dawn Grove:** *Executive Committee Chairman, Karsten Manufacturing/PING*  
**John Mangum:** *Vice Chairman, Mangum Law*

# LEGAL, REGULATORY & FINANCIAL SERVICES: GOALS

## Short Term:

**Limit Civil Lawsuit Appeal Bonds:** Enact reasonable caps on civil lawsuit appeal bonds.

**Support Regulatory Accountability:** Oppose efforts by cities and other municipal governments to charge fees for basic services such as police and fire protection. Encourage ongoing legislative and agency review of existing regulations to determine whether they are cost-effective and are meeting their intended goals. Ensure that the economic analysis of any proposed new rules is truly objective and is specific to the State of Arizona.

**Expedite Business Permitting and Licensing Processes:** Streamline processes and utilize technology to make it quicker and easier for businesses and professionals to get the permits and licenses necessary to operate. Encourage the creation of a web-based one-stop shop for business start-ups.

**Extend the Regulatory Moratorium:** Extend the suspension of all new agency rulemakings that add costs to business and that are not required by federal law or necessary for public safety which is currently in place at the state level to the counties.

**Create a Supportive Environment for Utility Investments:** Encourage the Arizona Corporation Commission to promote utility investment in Arizona by timely recovery of capital investments and by creating greater predictability around a fair rate of return on that investment.

**Strengthen the Use of Economic Analysis in Rulemaking:** Improve the rulemaking process by enhancing the importance, independence and quality of the economic analysis in the development and review of rules, including with the Governor's Regulatory Review Council. Support efforts to systematically reduce the economic burden of current regulations and provide increased protections for the regulated community to prevent the adoption of burdensome and costly regulations.

**Sustain Sound Science in Both the Regulatory Environment and the Courtroom:** Protect the newly adopted Daubert standard which requires stricter criteria for scientific testimony to be allowed into court. Require regulatory agencies to base all rule making proceedings on objective scientific standards in the adoption and application of administrative rules and hearings.

**Oppose Efforts to Limit the Freedom to Contract:** Uphold the agreement of parties to a contract regarding limitation of liability, payment methods, and timing.

## Long Term:

**Prohibit the Use of Public Nuisance Statutes in Environmental Liability and Product Liability Cases:** Support legislation to prohibit the inappropriate use of public nuisance statutes to create new causes of action against businesses when environmental or product liability claims are otherwise invalid.

**Promote Fairness in License and Permit Revocation:** Unless contrary to existing law, no license or permit to engage in any profession, occupation, or business activity should be revoked or suspended in a civil proceeding unless it is shown by clear and convincing evidence that the holder of the license or permit knowingly violated a clearly articulated standard of conduct.

**Improve the Court System:** Support changes to the legal system that allow civil cases to be resolved in a timely manner. Encourage continued, constructive dialogue between the legislature, the courts, and the business community regarding legal and judicial reform issues. Improve the system of merit selection and the process for the retention of judges.

## LEGAL, REGULATORY & FINANCIAL SERVICES: GOALS

**Improve the Civil Litigation System:** Support appropriate changes in civil procedure rules and/or legislation to provide a legal system that promotes prompt resolution of disputes, fairness, certainty, and curbs civil lawsuit abuse. Reduce the costs of litigation. Protect due process rights.

**Secure Property Rights and Protections:** Protect private property rights. Prohibit governmental agencies from issuing subpoenas or seizing papers without reasonable cause. Oppose diminishment of longstanding confidentiality rights. Secure traditional protections for personal and business records and information. Support the right to maintain confidential communications with legal counsel.

**Ensure Fair and Open Regulation by State Entities:** Strengthen the Regulatory Bill of Rights. Support appropriate balance of power and accountability between the legislature, the executive, and the Corporation Commission.

**Promote Free Market Delivery of Financial Services:** Oppose limits on interest rates, restrictions on fees, additional regulation on the financial services industry, duplicative or inconsistent privacy and security requirements, and restrictions that would inhibit legitimate business uses of personal identifying and credit information.



# TAXATION

## Principles:

Support a taxation system that is globally competitive, fair, consistent, and equitable and that provides revenue on the broadest possible basis at the lowest possible tax rates. The taxation system should stimulate economic growth, encourage capital investment in Arizona, promote a business climate that enhances economic vitality, and improve the quality of life for all Arizonans. To that end, the taxation system should:

## Property Tax

- Reduce disparities that unfairly single out business or other non-residential property for disproportionate taxation;

## Income Tax

- Reduce income tax rates for business and individuals in order to generate more economic growth and compete with other states and nations;

## Sales Tax

- Facilitate and simplify administration of the transaction privilege tax system across jurisdictions and maintain competitive rates; and

## Fees

- Make certain that fees put in place by government agencies, boards or commissions are subject to strict accountability measures, are temporary in nature (except in cases where businesses have specifically agreed to a permanent fee-based structure), and are used exclusively to provide the specific services for which they are designed.

**Mike Guggemos:** *Executive Committee Co-Chairman, Motorola*

**Dean Riesen:** *Executive Committee Co-Chairman, Rimrock Capital Partners*



# TAXATION: GOALS

## Short Term:

**Strongly Support a Job Retention and Creation Package:** Advocate for the passage of legislation to encourage job creation through the expansion of existing businesses and the attraction of new businesses in diverse industries. Support a phased-in restructuring of the state's tax system including, but not limited to:

- A reduction in the corporate income tax rate so that Arizona is better positioned to attract corporate headquarters and quality jobs.
- A reduction in business property taxes to make them more competitive with other states.
- The availability of an elective single sales factor to attract more companies in export-oriented base industries.
- Reduce capital gains taxes to stimulate investment by using the same proportion of capital gains tax to ordinary income tax as the federal system.

**Encourage the Growth of Arizona-Based Service Providers:** Implement an elective single sales factor for intangible services, including an option which allows either market-based or cost of performance sourcing for services.

**Do Not Rely on Higher Taxes to Resolve the Budget Deficit:** Oppose efforts to close the budget shortfall through tax increases, expansion of the sales tax base to business-to-business services, the elimination or suspension of proven economic development incentives, or significant fee increases that could prolong the recession and make Arizona a less competitive business location. Oppose efforts to increase the Qualifying Tax Rate (QTR), which would increase local property taxes, as a mechanism to balance the state budget.

**Oppose Outsourcing of City Tax Administration:** Oppose efforts by the cities to outsource city tax administration to third parties, which further complicates taxpayer compliance. Oppose the utilization of third party auditors paid on a contingent fee basis.

## Conform the State Net Operating Loss (NOL) Carry Forward to the Federal

**Carry Forward:** Increase the number of years that a business can claim a net operating loss from five to twenty so that it is consistent with the federal carry forward period and supportive of the development of new and innovative businesses.

**Extend Federal Tax Reductions:** Avoid the largest tax increase in American history by extending all of the tax reductions put into place in 2001 and 2003, commonly known as the "Bush tax cuts," including the capital gains tax, dividends tax, income tax, and estate tax reductions, among others.

## Make the Federal Research and Development (R&D) Tax Credit

**Permanent:** Improve certainty for U.S. companies making investments in research and development activities by making the federal R&D tax credit permanent rather than continuing to temporarily extend the credit.

**Repeal the 1099 Reporting Requirement:** Encourage Congress to repeal Section 9006 of the Patient Protection and Affordable Care Act before it comes into effect in 2012. This provision would place costly and complicated reporting requirements on business by requiring an IRS form 1099 to be filed for virtually all purchases totaling \$600 or more with any vendor in a tax year.

## Long Term:

**Ensure More Competitive Business Property Tax Rates:** Permanently eliminate state equalization assistance property tax rate. This tax was re-instated in FY 2010, resulting in an additional \$250 million in taxes per year and a worsening of Arizona's competitiveness as a business location.

**Reduce Income Tax Rates:** Reduce the insurance premium tax to a level commensurate with the corporate income tax. Reduce the individual income tax rate in order to be more competitive as it is the tax paid by most small and medium sized businesses.



# TECHNOLOGY & ECONOMIC DEVELOPMENT

## Principles:

- Enhance Arizona's global competitiveness as a business location.
- Retain and strengthen the state's existing high-wage industries.
- Strongly promote economic diversification and the growth of emerging sectors, including renewable energy, health care, education, biotech, and other technologies.
- Advocate for policies that encourage job retention and creation.
- Promote broad awareness of Arizona's economic performance and the importance of key technology sectors to the state's future economic success.
- Position Arizona employers to compete in the global economy by ensuring ready access to a skilled workforce, modern infrastructure, capital, consistent and predictable state budgetary, tax, and regulatory processes, and world-class research and development.

**Bill Terry:** *Executive Committee Chairman, IBM*



# TECHNOLOGY & ECONOMIC DEVELOPMENT: GOALS

## Short Term:

**Make Arizona a Leader in Renewable Energy Industries:** Develop a strategy to attract businesses focused on research and development, manufacturing, testing, and other aspects of renewable and clean energy, including nuclear power, in order to create new high wage jobs and stimulate the economy.

**Strongly Support a Job Creation and Retention Package:** Advocate for the passage of legislation to make Arizona encourage job creation through the expansion of existing businesses and the attraction of new businesses in diverse industries. Support a phased-in restructuring of the state's tax system including, but not limited to:

- A reduction in the corporate income tax rate so that Arizona is better positioned to attract corporate headquarters and quality jobs.
- A reduction in business property taxes to make them more competitive with other states.
- The availability of an elective single sales factor to attract more companies in export-oriented base industries.
- Reduce capital gains taxes to stimulate investment by using the same proportion of capital gains tax to ordinary income tax as the federal system.

**Modernize Arizona's Enterprise Zone Program:** Reform the state's Enterprise Zone program in order to grow or locate new businesses in Arizona and to expand existing operations.

**Ensure the Future of Arizona's Airports and Military Installations:** Strongly support efforts to bring the new F-35 training mission to Luke Air Force Base. Support cooperation between the Governor, legislature, tribal and municipal governments, and private entities on compatible land use planning and zoning in areas surrounding airports and restricted airspace.

Public and military airports are key economic drivers in the state. Arizona's rapid population growth has led to residential encroachment around airports, which has resulted in restricted hours of operation and strict limitations on aircraft arrivals and departures. Efforts to prevent unbridled encroachment will help to ensure the future of the aviation industry and related jobs in Arizona.

**Preserve the Job Training Fund:** Oppose fund sweeps from the Job Training Fund as a means of balancing the state budget. The Job Training Fund is funded by a dedicated tax on employers to provide job-specific grants for customized training programs for new and incumbent workers to increase and update their skills.

**Maximize the Potential of the Newly Created Arizona Commerce Authority:** Support the work of the Arizona Commerce Authority to lead statewide economic development activities, make Arizona a more competitive business location, expand existing businesses and attract new ones. Assist the Authority in developing reliable economic performance indicators to guide policy making and measure the effects of tax policy changes on job creation and capital investment in Arizona.

**Maintain a Competitive Research and Development Tax Credit:** Closely monitor the recent increase in the state's research and development tax credit to ensure it continues to be competitive with other localities and serves as a powerful business retention and recruitment tool.

**Promote University Research and Technology Commercialization:** Increase private sector funding of research and development at state universities. Increase receipts of federal research grants. Facilitate the ownership of intellectual property rights resulting from joint research efforts. Foster the commercialization of innovations developed in universities by industries in Arizona.

# TECHNOLOGY & ECONOMIC DEVELOPMENT: GOALS

## Long Term:

**Stimulate Early-Stage Capital Formation:** Encourage innovative solutions that increase access to capital by start-up and early-stage technology ventures across the state in order to support the development of new businesses and increase economic diversification.

**Encourage Financial Support for Statewide Economic Development**

**Initiatives:** Maintain funding for programs that enhance Arizona's ability to retain and attract businesses and expand research and development capacity.

**Increase International Investment in Arizona:** Support efforts to attract foreign direct investment to Arizona companies in order to sustain growth and create jobs.





## TRANSPORTATION & INFRASTRUCTURE

### Principles:

- Promote the development, funding, and implementation of a multi-modal ground and air transportation system to support Arizona's growing population and economy and facilitate intra-state, interstate, and cross-border commerce.
- Support highway, road, rail, and air travel safety measures to protect motorists and passengers.
- Advance the development of and access to modern and dependable technology infrastructure.
- Promote the development of critical energy infrastructure, including long-range planning for utility corridors, electric infrastructure such as generation and transmission facilities and natural gas infrastructure such as transmission, distribution and storage facilities.



**Dave Berry:** *Executive Committee Chairman, Swift Transportation*

**Linda Gorman:** *Vice Chairman, AAA Arizona*

# TRANSPORTATION & INFRASTRUCTURE: GOALS

## Short Term:

**Restore Funding for Rest Stops:** In order to protect motorist safety, restore state funding for Arizona Department of Transportation rest stops that have been shut down due to budget constraints.

**Protect Dedicated Transportation Funding:** Oppose efforts to sweep dedicated transportation funding, such as fuel taxes, vehicle and aviation license taxes, and vehicle and aviation registration fees, to balance the state's general fund. Ensure that the Highway Users Revenue Fund (HURF) and the State Aviation Fund are used only for transportation projects and airport facilities. Develop a schedule for full repayment of the funds historically taken from the HURF as soon as the state's fiscal situation improves.

**Prevent Loss of Federal Transportation Funds for Air Quality Violations:**

Take appropriate corrective action to avoid federal transportation funding penalties related to the U.S. Environmental Protection Agency's partial disapproval of Maricopa Association of Governments' 2007 Five Percent Plan for PM-10.

**Ensure Sufficient Funding for Statewide Highway and Road**

**Construction:** Invest wisely in statewide highway and road construction to facilitate commerce and reduce congestion in order to attract and grow business. Ensure that adequate, dedicated public funding is available for current and future transportation needs. Funding mechanisms should emphasize a "user pays" model.

**Strengthen Freight Rail Operations in Arizona:** Support planning efforts that will enhance the efficiency and convenience with which goods and people are moved through the state. Concentrate regulation of railroads within a single regulatory agency.

## Long Term:

**Support a Fair Federal Highway Bill:** Work with Arizona's Congressional delegation, the Arizona Department of Transportation, and the Governor's office to advocate for a federal highway bill that provides Arizona with a fair share of funds for roads, highways, airport, and other transportation needs. Support prioritization of funding based on congestion, safety, and goods movement, and oppose earmarks for projects that do not meet these criteria.

**Facilitate Border Transportation:** Improve efficiency, 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. Support efforts to educate the public on Department of Homeland Security requirements for cross border travel.

**Support Measures to Increase Road Safety:** Enact a primary seat belt law, youth booster seat requirement, and other cost-effective and proven measures to increase safety on Arizona's roads and highways.

**Expand Broadband Connectivity throughout the State:** Support policies that remove barriers and/or promote competition in the expansion of privately funded infrastructure and technology for high-speed video, voice, and data communication services throughout Arizona including its distribution and transmission. Monitor the expenditure of grants awarded in the American Recovery and Reinvestment Act (ARRA) for broadband infrastructure development to ensure that funding is used to support projects to expand broadband access in those areas of the state that are not already served by any other broadband provider and that do not duplicate any existing privately funded infrastructure.

## TRANSPORTATION & INFRASTRUCTURE: GOALS

**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.

**Encourage Natural Gas Storage:** Adopt legislation or rules to facilitate natural gas storage.

**Diversify Energy Supply:** Encourage diversification of energy supply including renewables, advanced nuclear, and advanced coal technologies. Support distributed generation, such as Combined Heat and Power, for businesses and other consumers.





# WATER & NATURAL RESOURCES

## Principles:

- Highlight the importance of Arizona's water resources to industry, the economy, and the ecology of the state in light of recent years of drought and increasing demand.
- Promote a vibrant and growing economy while maintaining good stewardship of our water, State Trust Lands, forests, minerals, wildlife, and other natural resources, including vigilant defense of Arizona's rights in the Colorado River.

**Gena Trimble:** *Executive Committee Chairman, Salt River Project*

**Molly Greene:** *Co-Chairman, Salt River Project*

**Don Isaacson:** *Vice Chairman, Isaacson and Moore*





# WATER & NATURAL RESOURCES: GOALS

## Short Term:

**Preserve Core Funding for Water and Land Management:** In light of the ongoing state fiscal deficit, advocate for the preservation of sufficient funding for the Arizona Department of Water Resources, the Arizona Navigable Stream Adjudication Commission, the State Land Department, and the Arizona Corporation Commission to perform their statutorily-mandated operations and other core functions.

**Support State Trust Land Reform:** Constructively participate in efforts to develop a Trust Land reform ballot proposition to improve the management and planning of Arizona's Trust Land and 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.

**Expedite Permitting for New or Expanding Mining Operations:** Support efforts to facilitate appropriate processes and reforms for new or expanding mines to become operational so that the industry can continue to be an important employment driver throughout the state.

## Long Term:

### Restore Appropriate Funding for Water and Land Management:

- Ensure Arizona Department of Water Resources (ADWR) funding is sufficient and supported in part by general funding for the Department to competently fulfill all of its statutorily mandated responsibilities, including its role as technical advisor to the Court in the State Water Adjudications.
- Ensure the Arizona Navigable Stream Adjudication Commission is appropriately funded and supported in part by general funding in order to conclude the process of determining the navigability of streambeds in Arizona at the time of statehood. This will clear title to the many lands adjacent to historic streambeds that are currently clouded.
- Ensure the State Land Department is adequately funded and supported in part by general funding to allow for timely and appropriate planning and conveyance of State Trust Lands to maximize the return to the trust beneficiaries.
- Ensure the Arizona Corporation Commission is adequately funded and supported in part by general funding to permit timely processing of all permits and regulatory actions and appropriate resolution of regulated water company rate cases addressing investment in water and wastewater infrastructure in the state.

# WATER & NATURAL RESOURCES: GOALS

**Promote Sound Water Management:** Promote sensible water conservation policies and sound water management, including:

- Maximize the beneficial use of water and water reuse,
- Support rural communities' enhanced management of water resources along with their development of water supply infrastructure,
- Monitor regulatory proposals that affect water users, and
- Support the continued operation of the Navajo Generating Station as a cost-effective energy resource

**Protect Arizona's Maximum Colorado River Water Supply:** Support protection of Arizona's water rights and entitlements in the Colorado River and elsewhere, including continued support for the implementation of the Lower Colorado River management and shortage sharing agreement criteria, Colorado River augmentation, and activation of the Yuma Desalting Plant, to maximize Arizona's interests.

**Support Natural Resources Industries:** Support policies that further the existence of natural resources industries, including mining, oil and gas, agriculture, ranching, timber, and biomass energy, so they can continue to provide job opportunities throughout the state while promoting good stewardship of the state's natural resources. Monitor regulatory proposals that affect natural resources industries.

**Support the Central Arizona Groundwater Replenishment District (CAGRDR):** Support the continued implementation of the CAGRDR's plan of operation. Support the CAGRDR's ability to meet current and future recharge obligations.



# WORKERS' COMPENSATION

## Principles:

- Maintain competitive workers compensation insurance premiums.
- Limit abuse throughout the workers compensation system.
- Improve patient care and minimize time off the job.



**Rick DeGraw:** *Executive Committee Chairman, SCF Arizona*

# WORKERS' COMPENSATION: GOALS

## Short Term:

**Oppose Costly Rating Regulations:** Oppose workers compensation rating regulations that are unduly burdensome on insurance carriers and that will increase the cost of workers' compensation insurance for employers.

**Clarify the Definition of "Sheltered Employment":** Stop employers from being penalized when they provide a reasonable accommodation to an employee, pursuant to the Americans with Disabilities Act or other applicable federal or state law, to allow an employee to return to work after an injury. The wages payable for the modified job position should be included in any earning capacity determination. A recent court ruling (*Bautista v. ICA/Walgreens/Sedgwick* – 2009) found that such an accommodation was sheltered employment and thus the wages could not be taken into account.

**Allow Verification of Outside Income:** Extend the ability to access Department of Economic Security quarterly unemployment tax and wage report data to insurance carriers and self-insured employers in order to assist in verifying if an injured worker has outside employment. This helps during rearrangements and in determining fraud if a claimant does not report income but has another job. Currently these data are available to SCF Arizona and state agencies.

**Prevent Employee Abuse of Dangerous Prescription Drugs:** Support stronger legislation to provide oversight and accountability for the use of off-label narcotics and Schedule II controlled substances in order to prevent substance abuse.

## Long Term:

**Facilitate Independent Medical Exams:** Work to ensure that there is an adequate supply of qualified physicians to provide Independent Medical Exams for workers compensation cases.

## Support the Establishment of Evidence-Based Medical Standards:

Establish evidence-based standards for Arizona in order to reduce costs and minimize the time injured employees are unable to work. Develop a set of evidence-based medicine standards that meet the medical needs of workers compensation patients and are workable for health care providers, consistent with developing national standards. These standards may also include guidelines for supportive care/medical maintenance.

**Reform the Supportive Care System:** Supports reforms to the supportive care statutes that limit abuse and provide for re-evaluation of the patient's condition and ongoing medical care in order to ensure that appropriate care is being provided to sustain the patient's recovery. Require a periodic review of supportive care cases.

**Support Extension of Medical Networks:** Extend the ability to create medical networks from self-insured employers to other businesses, insurance providers, and political subdivisions in order to reduce costs and facilitate the coordination of patient care.

**Allow for Full and Final Settlement of Claims:** Enable interested parties to a claim to agree to a full and final settlement that cannot be reopened or rearranged at a later date.

**Limit Government Bureaucracy and Regulation:** Continue the ability of self-insured employers and insurance providers to negotiate directly with providers, and oppose hospital fee schedules.

**Clarify the Processing of Bad Faith Claims:** Reestablish the Industrial Commission's role as the exclusive jurisdiction for bad faith claims. Increase the penalties that can be levied by the Industrial Commission for violations. Eliminate the ability for a claimant to be awarded punitive damages in Superior Court.

# WORKPLACE & INSURANCE

## Principles:

- Maintain and further develop a competitive labor environment that is adaptable to the needs of employers and respectful of the rights of employees.
- Allow employers to establish their own workplace policies without expensive government mandates and regulations.
- Support immigration laws that improve employer access to legal workers, restructure the federal foreign worker system, curtail identity theft, crack down on the cash economy, enable businesses to hire and easily verify workers, and reimburse Arizona's state, county, and local governments and private enterprises for bearing disproportionate financial responsibility for the current federal immigration system.
- Ensure an affordable, stable, competitive, and high quality property and casualty insurance system.
- Ensure a fair and competitive system of unemployment insurance.



**Ellen Poole:** *Executive Committee Chairman, USAA*

**David Selden:** *Vice Chairman, The Cavanaugh Law Firm*

# WORKPLACE & INSURANCE: GOALS

## Short Term:

**Maintain Employers' Rights to Determine Employment Policies:** Protect employers' rights to determine employment policies and practices. Oppose measures that restrict employers' enforcement of workplace safety policies, dictate hiring, leave, or compensation policies, mandate staffing ratios, require access to personnel documents, restrict the use of drug and alcohol testing or weapons policies, or interfere with customer service standards. Prevent state and local governments from requiring private sector contractors to meet specific wage or benefit levels as a condition of securing a public contract.

**Clarify Employer Issues Related to the Implementation of the Medical Marijuana Act:** Monitor the implementation of the Arizona Medical Marijuana Act to mitigate possible impacts on employers. Support legislation to clarify the legal rights and responsibilities of employers with respect to their interactions with employees who are medical marijuana patients.

**Protect Private Property Rights:** Support the private property rights of employers, including the right to establish weapons policies and other workplace safety regulations. Oppose measures that would allow law enforcement agencies or prosecutors to issue subpoenas for business records without meeting a standard of cause before a court of law.

**Ensure that Immigration Laws Do Not Harm Legitimate Businesses:** Oppose new state-level immigration laws. Educate employers on how to comply with existing state-level immigration laws related to hiring practices. Insist that state penalties for hiring unauthorized workers be tied to a federal determination of guilt. Protect employers who use the federal employment verification program from investigation and prosecution by state authorities.

**Oppose the Employee Free Choice Act (Card Check):** Support maintaining employees' right to a secret ballot for union organizing elections. Oppose mandatory federal government arbitration for union contract negotiations.

Oppose punitive financial penalties against businesses designed to silence employer speech and force employer neutrality on union issues.

**Protect Employee Rights and Employer Property:** Maintain Arizona's right to work status. Oppose compulsory union assessments. Ensure that employees control the assignment of their wages to labor organizations. Protect employees' rights in union organizational campaigns as well as their right to not have their union dues used for political purposes without consent. Protect employer property, reputation, and business interests from damage by malicious concerted action.

**Restore Unemployment Insurance Trust Fund Solvency:** Support efforts to return Arizona's unemployment insurance trust fund to a state of solvency and repay federal loans in a timely manner. Insist that any extra assessments on employers are fair, temporary, as minimal as possible to meet the state's financial obligations, and allow businesses time to adjust their budgets before they go into effect. Advocate that Congress extend the interest free period on loans to state UI funds.

**Protect Business Due Process Rights:** Ensure processes for filing complaints against businesses are fair and transparent, and that law enforcement follows due process in any investigation. Work towards fair and reasonable workplace regulations, without unduly punitive penalties.

**Improve the Operations of Arizona's OSHA Programs:** Work to continuously improve the way the Arizona Division of Occupational Safety and Health (ADOSH) interacts with business. Support the adoption of updated rules of procedure for ADOSH proceedings to promote Alternative Dispute Resolution (ADR) and the fair and economical adjudication of OSHA citations. Strengthen the right of businesses to recover their attorneys' fees and costs when OSHA prosecutions lack substantial justification.

# WORKPLACE & INSURANCE: GOALS

## Long Term:

### **Implement a Federal System to Electronically Verify Employment**

**Eligibility:** Support the creation of a fast, accurate and easy-to-use electronic employment verification system at the federal level that is adequately funded and non-discriminatory. Ensure that use of the system provides real protection from state and federal penalties for employers who rely on it in good faith.

### **Support a Federal Foreign Worker System Driven by Market Needs:**

- Restructure the federal visa program to respond to the need for workers in areas such as nursing, engineering, computer science, biotechnology, and other high technology and innovative fields, and to provide a sufficient number of essential workers in industries such as manufacturing, agriculture, construction, and hospitality.
- Improve employer access to advanced degree holders by allowing foreign graduates of American universities to work in the United States legally.
- Support the adoption of the DREAM Act to allow undocumented youth who attend college 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 temporarily work in the United States.

### **Promote Free Market Delivery of Insurance Products and Services:**

- Increase the flexibility of insurers to develop innovative products and practices and to distinguish them in the marketplace.
- Ensure government programs do not compete with private sector insurance providers.
- Oppose price controls, marketing and rating restrictions, coverage requirements, and benefit or coverage mandates on insurance policies.
- Oppose legislation that limits underwriting criteria and the ability to allocate risk.

**Reform Treble Damage Wage Statute:** Place a reasonable cap on the amount of triple damages that can be awarded in a wage claim lawsuit in order to moderate some of the excessive claims, especially those related to extraordinary commissions, bonuses, and severance pay.

**Amend Arizona's Employment Protection Act:** Seek legislation that clarifies that in whistle-blowing legal cases that an employer is defined as a business rather than supervisors, managers, or other employees in their individual capacity.

### **Support Enforceability of Employer-Employee Arbitration Agreements:**

Allow current and future arbitration agreements between employers and employees to be enforceable by repealing the statute that exempts employer-employee agreements from the Arizona Uniform Arbitration Act.



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