



2024 ARIZONA BUSINESS AGENDA



ARIZONA CHAMBER
FOUNDATION

50 YEARS
EST. 1974

ARIZONA CHAMBER
OF COMMERCE & INDUSTRY



ARIZONA
MANUFACTURERS
COUNCIL



Together, we cultivate better communities

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

Cox knows a connected community is a stronger community.

To learn more about Cox's commitment to the communities we serve, visit [cox.com/community](https://www.cox.com/community).



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ARIZONA CHAMBER — OF COMMERCE & INDUSTRY —

MISSION

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 MAINTAIN A STRONG INFRASTRUCTURE

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.

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.

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.

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.



DANNY SEIDEN
President & CEO



MARK GASPERS
Chair of the Board



MONICA COURY
Chair
Public Affairs



MIKE BUSEMAN
Chair
Arizona Manufacturers
Council

Friends,

Arizona entered 2023 in a unique position, facing a divided government for the first time since 2009. Despite the complex political landscape, the Arizona Chamber of Commerce & Industry last legislative session championed key policy wins that will pave the way for further economic development and preserve the pro-growth climate that has made our state one of the most attractive in the nation for investment and job creation.

That includes a successful advocacy effort that resulted in the passage of House Bill 2809 – legislation that will spur infrastructure growth and economic development, ensure Arizona cities can continue to attract and support major manufacturing projects, and solidify our state’s position as a top destination for business investment. And thanks to the passage of legislation to extend the transportation sales tax, Maricopa County voters in November will have the opportunity to vote on Proposition 479, a measure that will allow for critical continued investments in the transportation infrastructure necessary for the region to maintain its competitiveness and support its rapid growth.

In a victory for initiative reform, the Legislature

approved a resolution, SCR 1015, that will allow voters in the next election to decide whether more citizens should have a say in which initiatives appear on the statewide ballot. The measure would

ensure that propositions that make the ballot have support from every corner of the state, rather than just its most populous centers.

Much of our work in 2023 was focused on stopping bad-for-business policies. Arizona’s embrace of the free market and the authority of employers to run their businesses without excessive government intervention has made us one of the most attractive destinations in the country for job creators. The Chamber will continue to oppose any measure that would put that reputation at risk.

As we look ahead to 2024, the Chamber remains committed to advancing policies that have made Arizona a premier state to own, operate, and expand a business.

We will prioritize education funding by ensuring a successor to Proposition 123 and the preservation of the decade’s most consequential education

funding initiative. We’ll call on lawmakers to ensure the next version of Proposition 123, like its predecessor, doesn’t raise taxes. And we’ll work with members of both parties to ensure the new version doesn’t create new stress on the general fund.

We will focus on maintaining the state’s competitive standing by protecting proven incentives that spur economic development and high-quality jobs by continuing the Arizona Commerce Authority.

As always, we’ll continue to advocate for a competitive tax and regulatory environment; the expansion of high-quality schools that prepare students for the workforce of the future; and investments in strong and modern infrastructure. And we’ll continue to push back on burdensome government overreach at every level to ensure Arizona remains a welcoming and attractive place for job creators and innovators to thrive.

The Chamber and the Arizona Manufacturers Council are proud to share our annual Business Agenda with you. We look forward to working with members of the business community, the administration of Governor Katie Hobbs, the state Legislature, and our congressional delegation to make 2024 another winning year for economic growth and prosperity.

Sincerely,

Danny Seiden

Monica Coury

Mark Gaspers

Mike Buseman



Dear Friends,

As a proud partner of the Arizona Chamber of Commerce, Cox serves approximately 2.5 million product subscribers in Phoenix, and in Southern Arizona we serve approximately 400,000 with residential and business digital television, high-speed Internet, security systems and digital telephone service over our own nationwide IP network. In Arizona, Cox employs 3,100 dedicated staff who also volunteer 51,000 hours in the communities where they live and work. Our company has nearly \$5.5 billion in total economic impact for Arizona annually.

In the last year, Cox became the first Arizona Public Service Co. (APS) telecommunications

business customer in APS's Green Power Partners Program (GPP). By purchasing solar renewable energy from the Green Power Partners Program, Cox will vastly decrease reliance on fossil fuels, achieving 100% renewable supply for all our Cox facilities served by APS across Arizona.

As we launch into 2024, Cox is laser-focused on expanding our fiber-powered Multi-Gig internet service. Our business customers know how fast Multi-Gig is and now, more than 73% (and growing) of Phoenix-area residents have access to Multi-Gig, fiber-to-the-home speeds. That's a good thing since the average home has 25 connected devices. In fact, Cox has the fastest download speeds in the Valley for 8 years in a row, according to Speedtest by Ookla.

In the last 12 months we aggressively began expanding our services to rural communities from Douglas in Southern Arizona to Congress in Northern Arizona making meaningful progress to close the digital divide. Take Huachuca City for example. Now, more than 865 residents are eligible to receive Cox fiber internet. Our rural expansion is part of the Cox commitment to invest hundreds of millions of dollars to reach underserved and rural communities nationwide.

At the same time, we are committed to closing the digital divide for those in need, offering students and seniors low-cost

programs like Cox's Connect2Compete and ConnectAssist, because Internet access must be available for all Arizona students, seniors and families.

With our new Cox Mobile service in partnership with Verizon, Cox can connect consumers beyond traditional walls with wireless devices. Consumers want flexibility, convenience and the reliability that comes with the ability to connect their mobile service with their existing Cox services. Helping our customers save money by combining their mobile and internet services underscores Cox's commitment to providing an affordable, connected experience. Now, our residential customers can continue to stay connected at home or on the go, with the speed and reliability they expect from their trusted connectivity provider.

In the last 10 years, the company has invested more than \$11 billion in network upgrades to deliver some of the most powerful internet, TV, phone, smart home and mobile services. Our team is honored to create meaningful moments of human connection through technology. We are dedicated to serving Arizona and look forward to continued collaboration and partnership.

Lisa Lovallo

Market Vice President for Southern Arizona Cox Communications



ARIZONA MANUFACTURERS COUNCIL

MIKE BUSEMAN
ZENTECH MANUFACTURING
CHAIR

ANGELA CREEDON
INTEL CORPORATION
VICE CHAIR

MISSION

The Arizona Manufacturers Council's 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. Support the Arizona Commerce Authority-led effort to secure federal CHIPs Act funding to bolster the state's semiconductor industry.

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. Support the creation of apprenticeship and internship programs that enable individuals to supplement classroom instruction with real-world, hands-on learning and improve career readiness. Apprenticeship and internship

programs should award college credit equivalencies that are eligible to transfer to degree programs at accredited postsecondary institutions.

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.

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 new 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.

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 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.

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:

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.

DEFENSE, AEROSPACE & AVIATION:

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.

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.





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 components of the Clean Air Act, the federal Underground Injection Control program, and the Coal Combustion Residuals 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 REASONABLE ADEQ FUNDING EFFORTS:

Advocate for appropriate funding for ADEQ through a balance of permit, user fees, and more General Fund and 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.

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 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. Encourage and support Congressional efforts to modernize the Clean Air Act to better address the impact of global pollution.

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.

SUPPORT TIMELY APPROVAL OF ARIZONA'S STATE IMPLEMENTATION PLANS:

Support efforts to hold EPA accountable for missing non-discretionary deadlines to take action on Arizona's State Implementation Plans (SIPs). Support efforts to obtain EPA's full approval of Arizona's 2015 Ozone Infrastructure SIP, including its "Good Neighbor" provisions, that was submitted to EPA on September 24, 2018.

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 EPA APPROVAL OF A REGIONAL HAZE SIP:

Support ADEQ and entities involved in seeking approval 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.

SUPPORT REASONED AND PRACTICABLE REGULATION OF PFAS:

Support measures to address PFAS contamination that are scientifically sound and take into account available treatment technologies, costs, sampling

and analytical methodologies, and public health benefits.

SUPPORT ADOPTION OF NEW OR REVISED AQUIFER WATER QUALITY STANDARDS (AWQS) ONLY IF APPROPRIATE FOR ARIZONA CONSISTENT WITH ARIZONA LAW AND INCORPORATION INTO PERMITS IS ADDRESSED:

New or revised aquifer water quality standards should be proposed and then adopted only if (1) the levels are appropriate for Arizona considering natural background concentrations in ambient groundwater and other relevant factors including technologies, costs, sampling and analytical methodologies, and public health benefits and (2) ADEQ clarifies how new or revised AWQS would be incorporated into existing individual aquifer protection permits. ■





HEALTH CARE

JASON BEZOZO
BANNER HEALTH
CHAIR

CHARLES BASSETT
BLUE CROSS BLUE SHIELD OF ARIZONA
VICE CHAIR

MISSION

THE HEALTH CARE COMMITTEE RECOGNIZES THE TREMENDOUS POSITIVE ECONOMIC IMPACT OF THE HEALTHCARE SECTOR TO ARIZONA AND SUPPORTS THE DEVELOPMENT OF THE BEST HEALTHCARE 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 BOTH INCREASE AFFORDABILITY AND PROMOTE THE FREE MARKET DELIVERY OF, AND PAYMENT FOR, HEALTHCARE SERVICES. THAT ARE RESPONSIVE TO ARIZONA'S UNIQUE

GUIDING PRINCIPLES

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. Oppose efforts to regulate self-funded (ERISA) plans. Emphasize free market initiatives and oppose mandates such as, price controls, marketing and rating restrictions, unnecessary and costly benefit, coverage, and administrative

requirements. 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 through the existing proven managed care model. Decrease cost-shifting through adequate state and federal funding for AHCCCS.

SUPPORT INNOVATIVE METHODS FOR PROVIDING HEALTH CARE IN ARIZONA:

Support the design and development of innovative service delivery models, such as telehealth and acute care services delivered in the home, that will enhance access to quality healthcare services across the state, with a special focus on underserved populations and rural areas. Champion market-based innovations to provide meaningful information to aid 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 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 health care.

PURSUE STATE AUTONOMY AND MARKET-BASED HEALTH INSURANCE REFORMS:

Support state-based oversight and flexibility of health insurance and healthcare policy to the greatest extent possible. Consider options around federal waivers for reinsurance programs, high-risk pools, or other flexibilities to improve healthcare affordability and quality.

SUPPORT INFORMATION EXCHANGE AND TECHNOLOGY ADVANCEMENTS:

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.

SUPPORT EFFORTS TO INCREASE THE HEALTHCARE PROFESSIONALS

PIPELINE AND SUPPORT ARIZONA'S MEDICAL AND NURSING SCHOOLS:

Support healthcare workforce policies that address the unprecedented healthcare 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 workforce shortages. Support the continued expansion of state and federal funding for the Graduate Medical Education (GME) to expand our physician workforce. Support efforts to modernize the federal system for funding GME so that the funds are maximized and 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. Advocate for Arizona's medical and nursing schools and other healthcare professional training programs, both public and private, 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 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. Support workforce policies that focus on the recruitment and retention of mental health and behavioral health professionals across the healthcare industry and build a high-quality health professions pipeline that seeks to meet the demands of Arizona's communities.

REFORM THE HEALTH CARE LIABILITY SYSTEM: Advocate for a cost-effective and equitable civil litigation system and

regulatory environment that encourages healthcare 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 healthcare provider liability insurance, reduce the number of meritless professional liability lawsuits and limit the amount of unreasonable medical malpractice payouts to attract more healthcare professionals to Arizona and bring down the costs of health care. ■





INFRASTRUCTURE, INNOVATION & COMPETITIVENESS

SUZANNE KINNEY
NAIOP
CHAIR

JACK MCCAIN
AMERICAN AIRLINES
VICE CHAIR

MISSION

THE INFRASTRUCTURE, INNOVATION AND COMPETITIVENESS COMMITTEE PROMOTES POLICIES THAT RETAIN EXISTING BUSINESSES, DIVERSIFY INDUSTRY SECTORS, AND STIMULATE NEW BUSINESS GROWTH AND JOB CREATION. THE COMMITTEE ADVOCATES FOR FREE MARKET POLICIES THAT ENCOURAGE ENTREPRENEURIAL ADVANCEMENT AND INNOVATION AND ENSURE ARIZONA MAINTAINS THE MOST COMPETITIVE BUSINESS CLIMATE. THE COMMITTEE SUPPORTS POLICIES AND FUNDING FOR INFRASTRUCTURE IMPROVEMENTS NECESSARY FOR CONTINUED ECONOMIC GROWTH AND ASSOCIATED MAINTENANCE. THE COMMITTEE SUPPORTS EFFORTS TO ENSURE ADEQUATE HOUSING TO SUPPORT ARIZONA'S GROWING WORKFORCE. THE COMMITTEE SUPPORTS POLICIES THAT ENABLE THE PRIVATE SECTOR TO DEVELOP AND DEPLOY MODERN AND EMERGING TECHNOLOGIES THAT ATTRACT BUSINESSES AND INVESTMENT CAPITAL.

GUIDING PRINCIPLES:

PROMOTE CAPITAL FORMATION AND INVESTMENT IN ARIZONA:

Support the development of new businesses, retention, and expansion of existing businesses, and increase economic diversification. Encourage innovative solutions that increase access to private capital for start-up and early-stage businesses across the state. Encourage the Office of Economic Opportunity (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 policies that provide sufficient tools to improve the capacity of the state and local governments to build and maintain the public infrastructure needed to support advanced manufacturing facilities.

SUPPORT AND LEVERAGE THE WORK OF THE ARIZONA COMMERCE AUTHORITY:

Support the work 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 the ACA-led effort to secure CHIPs Act funding to support the state's semiconductor industry. Support the continuation of the ACA.

COLLABORATE WITH STATE AND REGIONAL ECONOMIC DEVELOPMENT ENTITIES:

Collaborate with and support the work of other state and regional economic development entities to further advance the state's economic competitiveness on a global scale and

to support efforts to continue the state's growth in a responsible way.

OPEN NEW MARKETS FOR ARIZONA BUSINESS:

Advocate for increased access to new markets for Arizona businesses through the enhanced deployment of trade delegations and related efforts to improve Arizona's positive brand awareness abroad. Support efforts to attract additional foreign direct investment to Arizona, including the establishment of additional trade offices in select, high-potential markets abroad.

SUPPORT EFFORTS TO MODERNIZE AND EXPAND TRADE AND GLOBAL COMMERCE AND FACILITATE SAFE AND SECURE BORDER TRANSPORTATION:

Promote the creation and modernization of free trade agreements to bolster the state's economy and oppose any federal regulations or tariffs that would reduce Arizona's global economic competitiveness. Improve efficiency, modernize technology, provide additional Customs and Border Protection (CBP) Officers, 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. Oppose efforts to divert CBP personnel away from ports of entry. Support the hiring of CBP Agriculture Specialists to expedite commerce in agriculture items. 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. Ensure cross-border trade proceeds without interruption whenever practicable. Oppose policies that disadvantage land crossings versus air travel.

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. Thoughtfully engage and oppose where necessary limits and restrictions on developing Artificial Intelligence (AI) and machine learning that impacts research, technology, improving business practices and creating efficiencies.

SUPPORT TOURISM POLICIES THAT GROW ARIZONA'S ECONOMY:

Position Arizona to be a tourism hub that attracts major events, supports the Arizona sports industry, recognizes auto-tourism, and encourages medical tourism that solidifies Arizona as a world-class destination for cutting-edge healthcare facilities and services. Oppose policies that would divert revenue from existing sports tourism funding streams.

ADDRESS ARIZONA'S HOUSING SUPPLY SHORTAGE TO SUPPORT A QUALITY WORKFORCE:

Recognize that Arizona is experiencing an unsustainable increase in the cost of housing and lacks a sufficient number of housing units at most price levels to support the growing population. Support housing policies that incentivize developers to invest based on market demand and not government mandates. Support statewide policies to promote the development, construction and reduction of regulatory requirements for both housing for sale and for rent. Encourage the private sector and local governments to work together to eliminate barriers to housing development by adequately planning for current and future housing needs, modernizing zoning codes to be inclusionary not exclusionary, streamlining the approval processes at the municipal level to remove barriers and delays to the construction of 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, 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.

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. Support efforts to collaborate with local entities to streamline and create efficiencies within permitting and licensing processes.

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 and underserved 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. Encourage a variety of construction deployment methods to ensure the greatest number of Arizonans can be served with high-speed internet.

SUPPORT COST EFFECTIVE UTILITY INFRASTRUCTURE IMPROVEMENTS AND ENSURE FAIR AND CONSISTENT POLICIES FOR 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. Support policies to modernize siting regulations to ensure Arizona's utilities continue to invest in projects and capacity planning to deliver reliable and affordable power for customers.

PRIORITIZE PROJECTS TO ENSURE UNINTERRUPTED COMMERCE & SUPPORT LONG-TERM TRANSPORTATION FUNDING:

Invest wisely in statewide highway and road construction to facilitate commerce and reduce congestion. Support the ballot referral to reauthorize Maricopa County's ability to continue to levy a half-cent transaction privilege tax to invest in the construction of new transportation infrastructure and a regional plan to propel economic development. Ensure that adequate, and additional, dedicated public funding is available for current and future transportation needs. 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. 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. 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.

FULLY LEVERAGE U.S. INFRASTRUCTURE INVESTMENT AND JOBS ACT FUNDING TO DRIVE INFRASTRUCTURE MODERNIZATION IN ARIZONA: Ensure Arizona fully integrates new technologies and future capabilities into all strategies to improve infrastructure

throughout the state. Support efforts to leverage available additional funding for roads, highways, airport and other transportation needs and support funding distribution that is transparent, advances with technology, and is done with results-based accountability.

PROTECT COMMUNITIES’ AIRPORT ASSETS AND SUPPORT A STRONG AVIATION SECTOR: Support efforts to preserve and further develop the state’s commercial air service industry and encourage efficient and safe passenger and cargo operations. Support efforts to lure more domestic and international airline arrivals and departures from Arizona airports. Encourage civil and military

airports and the surrounding landowners to 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. Incentivize future and alternative fuels production.

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 rail extension in areas where it can aid in the attraction of export-oriented companies. ■





INSURANCE & WORKERS' COMPENSATION

MARK KENDALL
COPPERPOINT INSURANCE COMPANIES
CHAIR

MISSION

THE INSURANCE & WORKERS' COMPENSATION COMMITTEE ADVOCATES TO PREVENT ABUSE AND MAINTAIN COMPETITIVE WORKERS' COMPENSATION INSURANCE PREMIUMS. SUPPORT MAINTAINING A BALANCE BETWEEN A FAIR PROTECTION OF CONSUMERS AND CREATING AN INSURANCE REGULATORY ENVIRONMENT THAT ENCOURAGES COMPETITION AND PRODUCT INNOVATION.

GUIDING PRINCIPLES:

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.

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 themselves 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. Defend insurers' ability to choose the risks they want to insure and protect insurers' rights to make investment and underwriting decisions based on sound business principles.

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. 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. ■





LEGAL, LABOR & REGULATORY AFFAIRS

STEVE TWIST
SERVICES GROUP OF AMERICA
CHAIR

CARRIE RYERSON
SHAMROCK FOODS COMPANY
VICE CHAIR

MISSION

THE LEGAL, LABOR AND REGULATORY AFFAIRS COMMITTEE SUPPORTS POLICIES TO RELIEVE UNNECESSARY REGULATORY BURDENS ON PRIVATE ENTITIES AND ENHANCE ARIZONA'S LEGAL SYSTEM. SUPPORT THE FREE MARKET THROUGH THE FAIR AND EFFICIENT ADJUDICATION OF DISPUTES. SUPPORT THE APPROPRIATE BALANCE OF POWER AND ACCOUNTABILITY AMONG THE COURTS, THE STATE LEGISLATURE, THE EXECUTIVE BRANCH, AND THE ARIZONA CORPORATION COMMISSION. ADVANCE 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. PROTECT ARIZONA'S RIGHT-TO-WORK STATUS, PRIVATE PROPERTY RIGHTS OF EMPLOYERS, AND MAINTAINING EMPLOYERS' RIGHTS TO DETERMINE EMPLOYMENT POLICIES, SALARIES, AND BENEFITS.

GUIDING PRINCIPLES:

SUPPORT REGULATORY TRANSPARANCY & NECESSITY:

Support policies related to regulatory accountability and transparency that 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. Encourage governments to provide clear notice

of the basis of their decisions or actions and enforce these notice requirements to promote fairness in the administrative adjudication process. Oppose regulatory overreach by agencies acting outside or beyond their originating act. Support policies that allow industry 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. Support appropriate reviews of programs, rules, and statutes to streamline all regulatory processes.

EXPEDITE BUSINESS PERMITTING AND LICENSING PROCESSES: Support the streamlining of processes and efforts to maximize the use of technology to make it quicker and easier for businesses and professionals to get the permits and licenses necessary to operate. Encourage agencies to 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: Support public policy that guards against efforts to erode private contracting agreements. Support legislative reform to change caselaw that invalidates a core

and unambiguous provision of contract freely negotiated for mutual benefit between sophisticated parties represented by competent counsel. Oppose efforts to allow governmental agencies to issue subpoenas or seize personal and business records without reasonable cause with businesses maintaining the right to confidential communications with legal counsel. Support efforts to protect trade secrets, intellectual property, and private records, including in those cases where a private business is contracted to perform work on behalf of a governmental entity.

IMPROVE THE CIVIL LITIGATION SYSTEM: Support efforts to ensure the legal system promotes prompt resolution of disputes, fairness, and certainty, curb civil lawsuit abuse, reduce the cost of litigation, and protect due process rights. Encourage sophisticated parties to be permitted to enter into contracts that define and limit the scope of discovery. Support appropriate checks and balances in the process of adopting court rules.

IMPROVE THE COURT SYSTEM AND PROMOTE A DIVERSE AND INDEPENDENT JUDICIARY: Support efforts to ensure the legal system allows civil cases to be resolved in a timely manner. Encourage the use of constructive dialogue to define the relationship between the State Legislature, the courts, and the business community regarding legal and judicial reform issues. Support an independent judiciary, which is a cornerstone of a successful Arizona.

Support efforts to ensure judges 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: Support a civil justice system that does not inflate settlement values nor prolong the litigation process. Oppose frivolous and unfounded claims in lawsuits which cause substantial and unnecessary legal costs and divert attention away from business operations. 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 & DISCOURAGE USE OF GOVERNMENT DEBT:

Support efficiency and transparency in government operation. 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 federal, state, local, county, and special taxing jurisdictions consistent with fiscally responsible parameters for the use of debt financing for long-term capital assets.

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.

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.

PROMOTE WORKPLACE POLICIES THAT ENHANCE ECONOMIC GROWTH:

Advocate for labor policies that encourage workplace flexibility, reflect employer needs and avoid inappropriate mandates. Ensure employer autonomy to best serve the needs of their employees to provide innovative business models unique to their operations. Support an employer's choice of the forum for the resolution of employment disputes. Protect the enforceability of employers' arbitration agreements, including collective action waivers. 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 efforts to resist broad joint employer regulations that erode the franchise business model.

ADVOCATE FOR WORKABLE DIGITAL PRIVACY STANDARDS:

Support efforts to establish workable privacy laws crafted in the best interest of consumers and businesses to ensure certainty and

consistency regarding regulations and enforcement of privacy protections. Oppose a patchwork approach to state and international privacy laws that create challenges for businesses and consumers operating in a global economy. Support transparency for both businesses and government related to the collection, use, and sharing of consumer data based on consumer choice and encourage entities to provide clear privacy notices.

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 CONSUMER WELFARE STANDARD IN ANTITRUST LAW:

Protect U.S. brands and American jobs by supporting the consumer welfare standard and opposing efforts to replace it. Promote antitrust efforts that ensure competition in free and open markets and benefit consumers and businesses alike, rather than targeting specific industries or businesses. Work toward harmonizing state laws to uphold the Rule of Reason.

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.

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. Support immigration laws that prohibit and deter illegal entry into the U.S. and improve employer access to legal workers, do not harm legitimate businesses, and enable businesses to hire and easily verify workers. 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.

EXTEND PERMANENT LEGAL PROTECTIONS TO DACA POPULATION:

Advocate to extend permanent legal protections to replace Executive Order that created Deferred Action for Childhood Arrivals (DACA) and allow the DACA recipients to apply under a new Congressionally approved program.

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.

SUPPORT CLARIFICATION ON EMPLOYMENT LAW:

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 the 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. Ensure a fair and competitive system of unemployment insurance.

ADVOCATE FOR REASONABLE HEAT INDEX RULES:

Oppose new heat index rules that disadvantage Arizona by adding regulatory burdens whenever employees work in temperatures above 80 degrees without considering base humidity levels and the relative safety of working in such temperatures here. Any new heat index rules must be based upon specific regional, scientific, and health-based data. ■



TAXATION

MICHAEL DIMARIA
VALADEZ AND ASSOCIATES
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 AND TIME IN THE STATE. 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:

Support the protection of the enacted

phased-in assessment ratio reductions for business property taxes while seeking to accelerate the phase-in reductions and/or further ratio reductions 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. Preserve the elimination of the 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 TO BE MORE TRANSPARENT AND PREDICTABLE:

Support reforms at the Arizona Department of Revenue (DOR) to make its decisions more transparent and ensure appropriate staff and technology needs to service customers.

SUPPORT UNIFORMITY AND SIMPLIFICATION EFFORTS OF STATE’S TRANSACTION PRIVILEGE/SALES AND USE TAX REGIME:

Promote a simplified and uniform transaction privilege tax (TPT) compliance system and audit/refund processes system across all jurisdictions (state and local) directed and implemented by the Department of Revenue to reduce related costs on businesses. Support reform efforts to simplify prime contracting TPT and/or move it towards a point-of-sale method while seeking to eliminate the speculative builders tax; support a uniform tax base for all TPT classifications under state law; clarify the computer data center exemption and the remote seller/marketplace facilitator classification; and support clarity regarding the taxation of digital goods and services. 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. Support aligning Arizona’s depreciation policy with the federal tax code 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.

GUARD AGAINST UNFAIR TOURIST AND TRAVEL TAXES AND POLICIES:

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.

SUPPORT TAX REFORM TO INCREASE U.S. COMPETITIVENESS:

Support additional federal tax reform that makes the Tax Cuts and Jobs Act of 2017 tax reductions permanent and support the re-enactment of the beneficial tax provisions that have been removed from the 2017 Act. Oppose efforts to make U.S. corporate tax code less globally competitive. ■



WATER, ENERGY & NATURAL RESOURCES

RICHARD SILVERMAN
SALMON, LEWIS & WELDON P.L.C.
CHAIR

DON ISAACSON
ISAACSON LAW FIRM
VICE 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. Support for the regulated utility model that allows for a reasonable return on investments and recovery of costs through customer rates.

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 and efficiency policies, augmentation opportunities, and sound water management. Support the ongoing negotiations regarding future Colorado River operating rules (Reconsultation) and the pursuit of larger contributions from other Colorado River Basin States to conserve additional Colorado River water

and ensure Arizona does not continue to carry a disproportionate burden of reductions for the benefit of others. Support the distribution of federally appropriated funds to projects that provide durable, long-term water savings on the Colorado River. Support protection of in-state surface water systems and support certainty for water rights holders through the water rights adjudication process.

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 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.

EDUCATE POLICYMAKERS AND THE PUBLIC ON ARIZONA'S GROUNDWATER SUPPLY, PLANNING & MANAGEMENT: Preserve 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. Support legislative and executive study committees in their review of the state's groundwater code. Identify amendments to Arizona groundwater laws which are consensus-based and which will increase reliability, sustainability, drought resiliency, and the overall health of Arizona's groundwater basins and economy.

SECURING GROUNDWATER SUPPLIES FOR ECONOMIC GROWTH: Support reasonable water management regulations that protect groundwater supplies while ensuring Arizona maintains a vibrant economy, continues to attract business and development, and fulfills housing needs for our workforce. Work with appropriate stakeholders to correct the record that Arizona has planned responsibly and has sufficient water resources to encourage investment in Arizona and certainty for companies locating in our state. Encourage groundwater modeling that represents actual build out scenarios, which reflect actual water use, well placement, and Arizona's robust water conservation system.

PROMOTE SOLUTIONS FOR THE PINAL AND PHOENIX AMA: Work with stakeholders and officials to develop reliable solutions to the unmet groundwater demand identified by ADWR in the Pinal and Phoenix AMA.

Encourage ADWR to work with the business community to develop long-term solutions to the water supply issues in the Pinal and Phoenix AMA. Support efforts to ensure a secure, long-term water supply provides the basis for investment that will facilitate new housing developments with Certificates of Assured Water Supply (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 disincentivize, eliminate or limit access to natural gas.

PROMOTE HEALTHY FORESTS:

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.

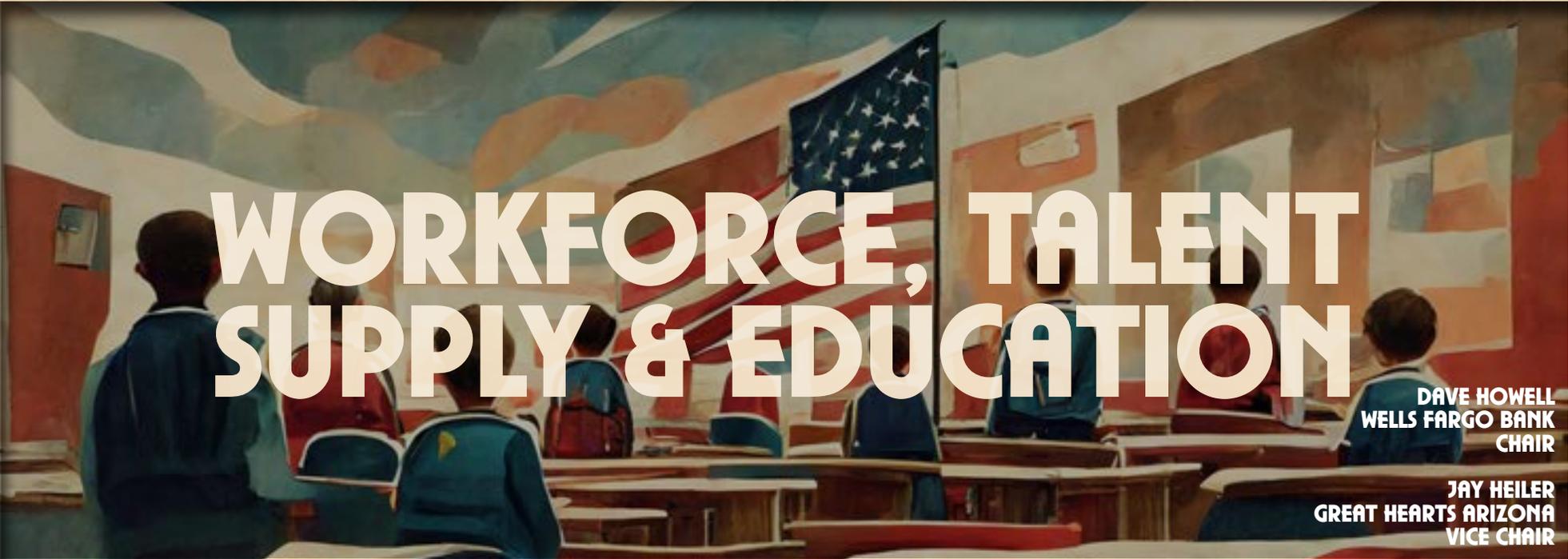
SUPPORT FUNDING FOR LOW-INCOME HOME ENERGY AND WATER ASSISTANCE PROGRAM:

Advocate for a stronger and fairer appropriation of federal low-income home energy and water assistance funds for vulnerable Arizonans. Promote greater efficiencies and more direct payments of federal funds that benefit customers.

SUPPORT EXPANDED

RESPONSIBILITIES OF WIFA: Support the expanded responsibilities of the Water Infrastructure Finance Authority (WIFA) to ensure a transparent process is in place for its successful implementation and the investment in appropriated and allocated funds by the state to leverage private and federal funds for projects to augment, conserve and reuse water supplies. ■





WORKFORCE, TALENT SUPPLY & EDUCATION

DAVE HOWELL
WELLS FARGO BANK
CHAIR

JAY HEILER
GREAT HEARTS ARIZONA
VICE CHAIR

MISSION

THE EDUCATION AND WORKFORCE DEVELOPMENT COMMITTEE BELIEVES A WELL-DESIGNED P-20 EDUCATION SYSTEM SERVES INDIVIDUAL STUDENTS, SUPPORTS DEVELOPMENT OF STRONG COMMUNITIES, AND 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 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 and access, and streamline incentive programs for students to choose work-ready pathways and dual/concurrent enrollment courses in high school and present all students with post-secondary options to earn degrees and credentials that hold value in the workplace. Support providing all high school students with the opportunity to assess and certify their foundational career readiness skills with industry recognized credentials.

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.

Support the continuation and proper implementation of the Empowerment Scholarship Account (ESA) program. Remove regulatory barriers that impede or delay parents' ability to place students in schools of choice. Oppose and reduce mandates that prevent or impede serving students.

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. Encourage the state legislature to be thoughtful about excess mandates that take resources and time out of the classroom and could negatively impact student achievement.

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.

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 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 POLICIES THAT PROMOTE CULTURAL AND INTELLECTUAL DIVERSITY:

Support open forums for discussion and debate, and inclusion among the institutional commitments to cultural and intellectual diversity. Support public education which provides students and families a culture of learning and reasoned, civil exchange around contested matters and welcomes students of varied cultural and political backgrounds and viewpoints. Support all efforts by ABOR to promote intellectual diversity and freedom of speech in the state universities.

SUPPORT ARIZONA'S POST-SECONDARY INSTITUTIONS PROVIDING MEANINGFUL, ACCESSIBLE CHOICES FOR STUDENTS IN BUILDING THE TALENT PIPELINE FOR HIGH DEMAND, WELL PAYING JOBS:

Support the public university system to ensure access for qualified students, world-class research

capabilities, and excellent workforce preparation. Support the Arizona Board of Regents and Arizona's post-secondary institutions as they endeavor to grow the state's health care workforce, while accelerating leadership in bioscience, life science, and research. 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 and promote student success aid as a tool to address the barriers of the true cost of college attendance beyond just tuition and fees. 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. 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 creation of apprenticeship and internship programs that enable individuals to supplement classroom instruction with real-world, hands-on learning and improve career readiness. Apprenticeship and internship programs should award college credit equivalencies that are eligible to transfer to degree

programs at accredited postsecondary institutions.

SUPPORT CIVICS EDUCATION:

Support the Arizona Board of Regents requirement of a general education to each student, providing the fundamental knowledge of American citizenship and traditions in a democratic republic founded on ordered liberty and the rule of law; government by consent of the governed; and the limitation and separation of power. Further support these efforts toward civics education requirements at the K-12 level.

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. Modernize the community college expenditure limitation formula in a constitutional manner that allows the community colleges to better prepare students and grow programs in high need workforce areas.

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.

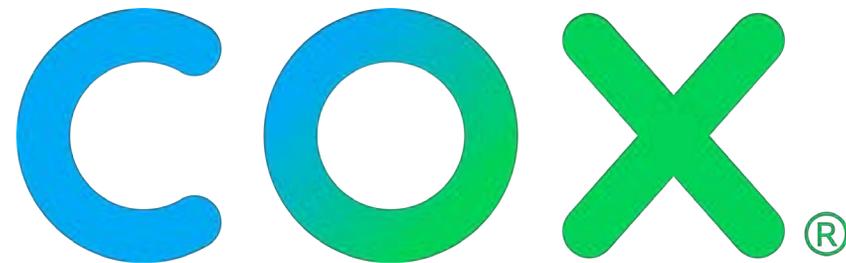
SUPPORT QUALITY EDUCATIONAL HOURS FOR STUDENTS: Support options for more quality time on task for students by lengthening the school day and/or the school year with commensurate funding and accountability based on performance so that Arizona students can master a level of skills and knowledge that will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

them to be competitive on a global basis. Support policies that are aimed to help students overcome learning loss that occurred during the pandemic and ensure every student is reaching their full potential.

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. ■

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