



GREATER PHOENIX
CHAMBER

PUBLIC AFFAIRS

PUBLIC POLICY GUIDE 2020



TABLE OF CONTENTS

Message from the Chairman 3

About the Greater Phoenix Chamber’s Public Affairs 4

Engage in Public Affairs 5

Message from the President & CEO 6

Political Action Committee 7

Agriculture, Energy & Water 8 - 9

Budget & Tax 10 - 11

Education & Workforce 12 - 13

Insurance & Health Care 14 - 15

Legal & Regulatory Reform 16 - 17

Transportation & Infrastructure 18 - 19

Federal Issues 20 - 21

City of Phoenix 22 - 23

Participating Organizations 24 - 25

Policy Events 26 - 27

MESSAGE FROM THE PUBLIC AFFAIRS CHAIRMAN



The Greater Phoenix Chamber's Public Affairs Committee is a high-level opportunity for Chamber members to assist in crafting the policy priorities that help businesses succeed.

The Chamber's six issue committees convene community leaders, legal experts, policy advocates, and business owners from all business sectors and industries to utilize their expertise to evaluate policy and regulatory matters, and form policy recommendations.

The issue committees determine individual guiding principles before submitting them to the Public Affairs Committee for review. The Public Affairs Committee discusses, debates, and fine-tunes the recommendations and submits them to the Chamber's Board of Directors for evaluation and final approval. The Board-approved recommendations become the Chamber's guiding principles, which drive our advocacy efforts each legislative session.

After the guiding principles are approved, the committees meet regularly throughout the year to review legislative bills and local ordinances, hear presentations from top policy-makers and business leaders, and ultimately decide whether to unite in support or against policy proposals impacting the business community.

As a core pillar of the Chamber's mission, it is vital for business owners and entrepreneurs to have a strong voice in the legislative and regulatory process, not only to oppose measures that are bad for business, but also to support pro-business elected officials and policies.

The greatest benefit of the Chamber's Public Affairs efforts is providing business leaders a seat at the table and a strong, united voice in the policy-setting and regulatory process at all levels of government. Arizona's quality of life is improving because of our collaborative advocacy.

Simply put, when the business community talks, our elected officials listen.

Jaime A. Molera is a partner with Molera Alvarez. His achievements in government affairs, business, and education helped him earn a national reputation as a trusted, results-oriented leader, and a major force for civic and social progress. Molera serves as an adviser/confidant for scores of political leaders, business entities, and community organizations.

ABOUT THE GREATER PHOENIX CHAMBER'S PUBLIC AFFAIRS

The Greater Phoenix Chamber is one of the most respected leaders in public policy in Arizona. Driven by businesses, we serve as the voice of our members at every level of government.

Every year the Greater Phoenix Chamber gathers business leaders, policy experts, and Chamber members to develop the Chamber's annual Public Policy Guide.

The Public Affairs program offers members the opportunity to participate in constructing policy priorities through six issue committees. These committees offer industry and community leaders, legal experts, and policy advocates the opportunity to evaluate policy and regulatory matters and form policy recommendations on behalf of the Chamber.

Throughout the year, the Public Affairs Committee and issue committees meet to review legislative bills and local ordinances, hear presentations, and unite in support of or in opposition of policy proposals impacting the business community.

The Public Affairs program unites government affairs professionals, industry practitioners, and business leaders to evaluate and craft meaningful policy recommendations and set policy priorities for the Chamber.

With a robust vetting and review process, the Chamber's Public Affairs program formulates policy positions and a legislative agenda to move the Phoenix forward!

YOUR PUBLIC AFFAIRS TEAM



Todd Sanders
President & CEO



Mike Huckins
Vice President, Public Affairs



Jen Springman
Public Affairs Manager

ENGAGE IN PUBLIC AFFAIRS

Chamber members drive our public policy efforts—our dedicated staff is here to represent YOU.

We encourage members to participate in the Public Affairs process throughout the year. The Chamber's Public Affairs gives your business a voice in the issues that matter most to your company. Companies may send representation to participate in any of the Chambers six issue committees:



Agriculture, Environment & Water



Budget & Tax



Education & Workforce



Insurance & Health Care



Legal & Regulatory Reform



Transportation & Infrastructure

Chamber Premier members may further amplify their voices by participating in Public Affairs Committee meetings. At the Public Affairs meetings, legislation is vetted and recommendations are made by the issue committee chairpeople, and recommendations on which bills to support or oppose are voted on by the broader committee.

Annual Committee Meetings: 50+

Public policy is important for every business! Learn more about getting involved at www.phoenixchamber.com/policy.

THE PROCESS

- 1 Six Issue Committees**
Our six issue committees meet in September to discuss and evaluate each committee's guiding principles.
- 2 Finalized Guiding Principles**
Each committee's finalized guiding principles document is then sent to the Public Affairs Committee.
- 3 Public Affairs Committee**
Review → Approve → Send to the Board
- 4 Chamber's Board of Directors**
The final step in approval is the Chamber's Board of Directors meeting in November.
- 5 Approved**
Once approved by the Board, each committee's guiding principles document is compiled to create the Chamber's Policy Guide for the upcoming year.

A MESSAGE FROM THE PRESIDENT & CEO



The Greater Phoenix Chamber is the leading business organization in the Greater Phoenix region.

Since 1888, we've stood as the voice of business in the community and advocated for public policy measures that strengthen the Greater Phoenix region and the ability of businesses to prosper.

A significant component of our influence is a result of the Chamber's Political Action Committee. Created in 1978, our PAC encourages and facilitates our members' participation in the city, county, and state governmental processes.

In this way, our PAC serves members by meeting with current and potential lawmakers, vetting their stances on key business issues, and supporting those who meet a strict threshold.

With over a century of experience in vetting legislation and four decades of candidate endorsements, the Chamber is undoubtedly the most qualified organization to represent your business needs.

Our team works diligently to ensure that your business is protected by endorsing candidates that are focused on economic prosperity and opposing policies that will harm your economic potential.

As the Chamber continues to move Phoenix forward, I hope that you'll join us and make your voice heard in government through the Chamber's PAC.

Sincerely,

A handwritten signature in black ink that reads "Todd Sanders". The signature is written in a cursive, flowing style.

Todd Sanders

Support the Chamber's Political Action Committee



For nearly 40 years, the Chamber's PAC has identified and supported pro-business candidates for state and local offices, regardless of political affiliation.

Government leaders at the state, county, and local levels make decisions impacting businesses every day. From health care to business regulations, these decisions influence the economic vitality of the community. It is vital for area companies to support candidates that will understand the impacts of their decisions on Greater Phoenix businesses.

How can you help?

For a minimum contribution of \$10, you can help elect pro-business leaders by supporting the Chamber's PAC!

Contributions are not tax-deductible. No corporate contributions are allowed.

phoenixchamber.com/pac

PAC Process

Candidates submit questionnaire on their policies and positions



PAC board reviews questionnaires



Select candidates are interviewed



PAC board votes to endorse candidates and contribute financially to select endorsed candidates



AGRICULTURE, ENVIRONMENT & WATER



PURPOSE

Works to support environment, water, and natural resources policies that are based on sound science and responsive to Arizona's unique needs. The committee responds to the needs of the business community by participating in policy-making that supports a strong business climate, while respecting the state's natural resources.

GUIDING PRINCIPLES 2020

- Advocate for policies that protect public health and enhance Arizona's natural resources and environment, while protecting the rights of the regulated community and promoting a strong business climate.
- Advocate for legislation, regulation, and policies that are based on sound science, cost-effectiveness, and technological feasibility.
- Provide regulatory certainty that is based on clear statutory authority.
- Minimize and fairly allocate compliance costs.
- Promote innovation and market-based strategies based on Arizona's unique environment.
- Promote and preserve administration of federal programs by the state of Arizona consistent with and not duplicative of existing federal, state, and local legislation.
- Support efforts to streamline government, reduce the current regulatory burden where appropriate, and oppose new regulations that would unduly burden employers and prevent them from growing and creating new jobs. Encourage agencies to utilize "lean" processes to reduce regulatory burdens without affecting core agency functions.
- Support reasonable and cost-effective efforts to address critical infrastructure needs in response to pending shortages on the

Colorado River including aging infrastructure that will enhance their ability to meet the water needs of their community and the continued growth of the economy.

- Recognize the electric power grid and other natural resources infrastructure delivery systems as assets requiring consistent maintenance, improvement, and support through investments by all of those who use and operate them.
- Support updated utility rates for solar rooftop customers that distribute system costs equitably by creating mechanisms that recover grid costs from distributed generation customers, enhance cost transparency, and minimize cost shifting between consumer classes to ensure all customers pay a fair and equitable share of costs to maintain the electric grid and to keep it operating reliably at all times.
- Support electricity 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.
- Protect Arizona's Colorado River allotment and Arizona's ability to effectively manage the allotment including maintaining the reliability of those supplies for current and future use in Arizona.
- Promote water conservation and similar efforts that will protect the water elevation of Lake Mead, including implementation of the Lower Colorado River Basin Drought Contingency Plan (DCP).
- Support Arizona in defending State primacy and the State's role under the Clean Air Act while working cooperatively with the EPA to implement reasonable, state-driven carbon emissions regulations. Support legal pursuits against the EPA in the event the EPA does not give deference to Arizona's reasoned policy and technical determinations.

CO-CHAIRS:



Jason Baran, SRP



Todd Wynn, APS





BUDGET & TAX

PURPOSE

Works to promote tax and budget policies that support the retention and growth of existing businesses, attract new investment and encourage employment in the Greater Phoenix region and Arizona. Serves as a partner with other Chamber issue committees in evaluating policies that have a tax and/or fiscal impact.

GUIDING PRINCIPLES 2020

- Support equitable tax and fiscal policies that will attract new investment and encourage job growth in Greater Phoenix and Arizona while allowing existing businesses to flourish.
- Support budget policies that balance the collection of revenues to maintain essential services and constitutionally mandated requirements while ensuring continued economic vitality of business and industry.
- Place priority on efforts to create jobs and facilitate growth when considering tax reform proposals.
- Oppose fund sweeps as a budget-balancing mechanism.
- Advocate for state and local government to strive for fiscal prudence and maintenance of top bond ratings through preserving appropriate but not excessive levels of reserve funds.
- Encourage cities and counties to conduct frequent citizen reviews of their quality and delivery of current services and compare the results to other local governments in the state and, when possible, against available benchmarks.

FISCAL PRINCIPLES

- The Greater Phoenix Chamber (Chamber) urges lawmakers to adopt and follow a fiscal model that is fair, sound, balanced, and promotes job creation and economic vitality. Because the budget impacts all aspects of state government, the Chamber has developed this fiscal principles document to help guide its comprehensive policy recommendations.

Enhance Arizona's Economy

- Promote pro-business tax policies and tax reform proposals that maximize the creation and retention of jobs and return on investment that facilitates economic growth.
- Promote and support the expansion of Arizona's comprehensive statewide transportation system to accommodate future population growth and the needs of the private sector to move people and goods in an efficient manner. Make immediate and strategic investments in transportation that can be supported by current federal, state, and local budgets.

Establish Best Practices

- **Multi-year budget forecasting:** Budgets should include a thoughtful assessment of the dynamic impacts of policy and fiscal proposals, augmenting the traditional static analysis on a multi-year basis (three to five years).
- **Transparency in Annual Budget Development:** The development of the State's annual budget should proceed in an orderly, public process involving all members of standing Appropriations

Committees in order to ensure full discussion and understanding of the budget proposals and their consequences for taxpayers, programs, and other stakeholders. The use of catch-all Budget Reconciliation Bills to insert non-budget related policy items should be eliminated or significantly curtailed.

- **Transparency for Major Policy Shifts:** All decisions to increase or decrease taxes, borrow or shift costs should be done through the standing public committee process with a full understanding of the consequences to taxpayers, the state, and other stakeholders.
- **Budget Crisis Response:** The Executive and Legislative and local leaders should timely intervene to address a substantial decline in state and local revenues, natural disasters, or other emergencies.
- **Federal Funds:** Because federal dollars play a significant role in state financing, policymakers and stakeholders should recognize the interplay between federal and state funds and plan for the impact of inevitable changes to those funds.
- **Public Pension & Retirement Systems:** Lawmakers should further reform the public pension and retirement systems, legislatively and constitutionally, in ways that will ensure the systems are financially and actuarially sound and will not cause unexpected and excessive future costs to government, public employees, and taxpayers.
- **Debt:** Lawmakers must exercise fiscal discipline to reduce the state's ongoing exposure to debt and adhere to existing constitutional requirements.
- **Taxes:**
 - o When considering changes to the tax code, all areas of the tax code should be evaluated for impact to the economy and the stability of future revenue.
 - o Support the continued implementation and uniformity of adopted tax reductions, reforms, and simplifications and efforts at uniformity in TPT bases between the state and municipalities.
 - o Elected policymakers should look to create a more simplified tax system that promotes equity, ease of administration, and increased compliance, rather than being left to administrative discretion.

- o Lawmakers should scrutinize efforts that circumvent the appropriation process through earmarking or other means.
- o Recognizing there is a need to strike a balance between taxes and revenues, before considering a tax increase, every effort should be made to first identify and implement thoughtful, permanent reductions in state spending, leaving no options off the negotiating table.
- o Support a statutory clarification regarding the taxation of digital goods and services; with the objective of providing taxpayer clarity and certainty regarding the taxation of the cloud-based services industry.

- **Fee Reform:**

Elected policymakers should treat fee increases, hidden taxes, fund sweeps, rollovers, and cost shifting with the same careful consideration as tax increases, recognizing the impact each of these practices has on the economy.

- **State Infrastructure:** Support improvements in state and local information technology infrastructure to ensure efficient and effective government operations.

CO-CHAIRS:



Alan Maguire,
The Maguire Company



Brandy Petrone,
Goodman Schwartz
Public Affairs



EDUCATION & WORKFORCE



PURPOSE

Works to enhance academic achievement and accountability while offering appropriate skill training that answers employment needs to create a more effective workforce.

GUIDING PRINCIPLES 2020

Employment Policies

- Advocate for employment policies that encourage job creation and retention, and foster an environment for continued business expansion.
- Support the rights of employers to determine appropriate policies and procedures to meet the unique needs of their business or organization, as well as reduce costs and administrative burdens. Key areas include: immigration, workforce development, workers' compensation insurance, unemployment insurance, and job training.
- Support policies that allow employers to maintain a safe workplace, including the ability to regulate weapons and a drug free workplace, especially considering the opioid epidemic, as well as promote other workplace safety measures and workplace efficiencies.
- Support policies that enable employers to promote skill and educational development, as well as eliminate barriers to employment. Policies should enable employers to easily navigate changes in the economy and be responsive to the dynamic nature of Arizona's economy.
- Oppose efforts to place wage and benefit mandates and restrictions on industry.
- Support licensing efforts that strike the right balance to protect consumers and promote economic growth and employment opportunity. Policies should be developed that calibrate regulations to meet the needs of today's consumers, workers, employers, and job markets. Support licensing that is closely targeted to protecting public health and safety, are not overly broad or burdensome, considers licensure's costs and benefits, and reduces licensing's barriers to mobility.

Education, Career Readiness and Job Training

- Support appropriate levels of stable and equitable funding for the P-20 education system with emphasis on performance measures tied to academic outcomes.
- Support the efforts of Achieve60AZ to reach the goal of 60% of our adult population, ages 25-64, having a professional certificate or degree by 2030.

- Demand high expectations of all students and educational institutions, and eliminate the achievement gap.
- Promote policies that hold all educational institutions accountable for producing high quality outcomes.

K- 12 Education

- Support access to high quality, evidence-based early childhood programs for all families in our community including programs designed to improve the learning, behavior, and social-emotional development of young children.
- Support efforts to identify and adopt necessary reforms that lead to equitable and improved special education funding.
- Support policies that increase the number of students who are college and career ready by focusing on Arizona's College and Career Ready Standards, Science Technology Engineering & Math (STEM), and other high-quality, rigorous academic and industry-specific standards, including support for Career and Technical Education (CTED) programs.
- Advocate for educational policies that will endeavor to decrease the high school drop-out rate, pursue higher education, and provide meaningful levels of training and education for quality employment to ensure that graduates are college or career ready.
- Support cost-effective mechanisms to enhance access to high quality education opportunities that lead to academic proficiencies by the end of third grade.
- Support policies that promote academic readiness at all levels of education along with metrics in order to meaningfully measure progress.
- Advance responsible financial and academic reforms to Arizona's K-12 education system that result in improved student academic outcomes and yield a strong prepared workforce, placing emphasis on proven achievement and transparent use of funds.

Higher Education

- Encourage and support an accountable system of public and private educational institutions that are sufficiently

funded and provided flexibility in resource spending to develop a quality workforce, encourage innovation, and foster entrepreneurship.

- Support universities and other Arizona research institutions as being an important driver of economic development, including retention, expansion, and the formation of new industries.
- Support a robust community college system that creates structured career pathways.
- Strengthen public universities with a stable funding model based on the state funding half of the cost to educate resident students, supporting critical capital projects, and enhanced flexibility to ensure access for qualified students, world-class research capabilities, and an excellent workforce preparation.
- Support enterprise model of operations which recognizes and advances each university and its differentiated mission.
- Support efforts to reduce regulation, increase operational flexibility, and minimize costs of conducting business.
- Support Arizona's students and the state's public and private higher education institutions and providers so that they produce a well-educated and highly-skilled workforce that meets the demands of Arizona's expanding economy.

CO-CHAIRS:



Jay Kaprosy,
Veridus



Marc Osborn,
Kutak Rock, LLP



INSURANCE & HEALTH CARE



PURPOSE

Supports strong insurance and health care markets that offer affordable, quality options to Arizona's businesses and residents and creates a favorable business environment for these industries to thrive.

GUIDING PRINCIPLES 2020

Health Care

- Support a robust public-private partnership that makes Arizona's AHCCCS program among the strongest in the nation. Preserve the Medicaid Restoration and expansion coverage gains made by the legislature in 2013, the restoration of KidsCare in 2016, and encourage continued innovation in AHCCCS that advocates health care for our state's children and adults.
- Advocate for a free-market based health care system that offers affordable, cost-effective, and quality health care options to businesses and individuals.
- Oppose unnecessary (i) state regulation, (ii) cost-shifting, (iii) coverage requirements, and (iv) government mandates while encouraging a fair, competitive, free market environment.
- Oppose expansion of government programs that place the private market at a competitive disadvantage. Encourage evidence-based policy solutions.
- Pursue innovative reimbursement strategies, grants, and other federal funding opportunities for private and public entities.
- Support sustainable, market-based measures and continuation of the Disproportionate Share Hospitals program to reduce uncompensated care and the number of uninsured.
- Support efforts to address shortages of physicians, nurses, other health care

professionals and direct care workers across the state; including, but not limited to, expanding graduate medical education and providing funding for the State Primary Care Provider Loan Repayment Program.

- Promote and recognize delivery system innovations that improve the quality of and access to patient care, maximize efficiencies, increase care coordination, and reduce medical costs.
- Work in conjunction with the health care industry to address the opioid crisis.

Insurance

- Advocate for a competitive, affordable, and high-quality regulatory system for all lines of insurance that provides reasonable consumer protection while encouraging insurers to do business and establish operations in Arizona.
- Support efforts to remove burdensome regulations that unnecessarily restrict competition in the insurance marketplace.
- Oppose unnecessary (i) state regulation, (ii) cost-shifting, (iii) coverage requirements, and (iv) government mandates while encouraging a fair, competitive, free market environment.
- Support Arizona's health care industry to ensure that state-managed health insurance programs are reasonably funded so providers do not shift costs onto the private sector.
- Encourage local governments to pursue or continue greater use of alternative health care plans, such as health savings accounts, which control costs and promote consumer choice.

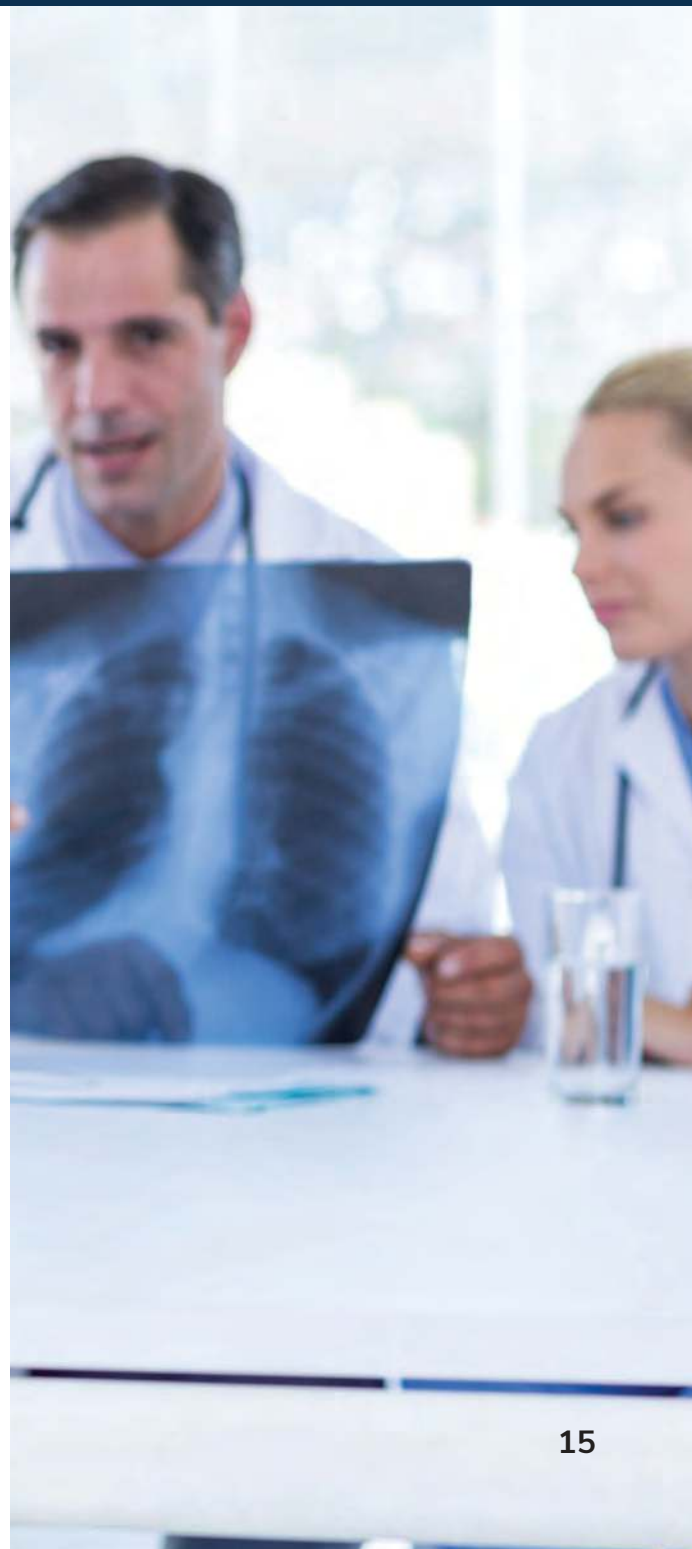
CO-CHAIRS:



Kathi Beranek,
Blue Cross Blue Shield of Arizona



Don Isaacson,
Isaacson Law Firm





LEGAL & REGULATORY REFORM

PURPOSE

Addresses a variety of legal issues including tort and regulatory reform, labor/union, ballot reform, and election/campaign finance reform.

GUIDING PRINCIPLES 2020

Campaign Finance/Lobbying Expenditure Reporting

- Ensure that any changes to the campaign finance system are consistent, clear, transparent, and that fundraising and reporting rules are uniformly enforced.
- Ensure that any proposed changes to the state or local lobbying registration and reporting systems are clear, transparent, and able to be uniformly enforced.

Initiatives and Referendum

- Support reforms to establish a transparent process allowing the public, judiciary, and legislature to review proposed initiatives and provide input prior to qualifying for the ballot, including engaging in the current legislative council review process.
- Support initiative and referendum reform in that all voter-approved measures should be re-referred periodically or terminated after a specific period of time. Elected policymakers should have the flexibility to carry out the will of the people and make the corrections necessary due to unintended consequences.
- Support reforms that harmonize state-wide and local election laws to prevent fraud in the signature-gathering process for all proposed ballot initiatives and to help ensure that initiatives are advanced by the Arizona voting public and not out-of-state interests.

Legal Reform and the Courts

- Support reforms to reduce frivolous and vexatious lawsuits and to resolve legal

disputes in a fair, predictable, equitable, and timely manner.

- Support sufficient funding for the entire court system to ensure timely and cost-efficient resolution of issues that impact business, including information technology issues.

Workplace policies

- Support the rights of employers to determine appropriate employment policies and procedures to meet the unique needs of their business or organization, including labor and union policies.

Regulatory Reform

- Support efforts to streamline government, reduce the current regulatory burden where appropriate, and oppose new regulations that would unduly burden employers and prevent them from growing and creating new jobs. Encourage agencies to utilize “lean” processes to reduce regulatory burdens without affecting core agency functions.
- Support non-duplicative regulatory policies that are based on clear statutory authority and that promote accountability, transparency, fairness, certainty, cost-effectiveness, and technical feasibility.
- Support state and local government efforts to modernize permitting processes. In particular, support the development of procedures and tools to reduce the aggregate time required to conduct reviews and make permitting decisions, while improving accountability, transparency, collaborative efforts, and outcomes for communities.

CO-CHAIRS:



Michelle Bolton,
Cox Communications



Janna Day,
AZ Policy Connect



TRANSPORTATION & INFRASTRUCTURE



PURPOSE

Support the development and maintenance of a balanced and cost-efficient transportation system that involves all modes of transportation that improves safety, mobility, and connectivity, and reduces congestion for the region's employers, goods, residents, and visitors alike. The committee evaluates all proposed modes of transportation projects and issues, and advocates for the protection and growth of investments and policies that will improve safety, mobility, contribute to a sustainable and healthy economy of the region and build coalitions representative of the diverse and multi-generational population in the region.

GUIDING PRINCIPLES 2020

- Promote a quality, multi-modal transportation system that allows people and goods to move efficiently, conveniently, safely, and reliably around the region that is necessary to preserve and improve quality of life, economic growth, and environmental quality.
- Support transportation investments that will improve mobility and contribute to economic development, environmental quality, and jobs.
- Support efforts to secure, protect, and increase revenues and resources for transportation needs from all sources that are consistent with the Chamber's Budget and Tax Guiding Principles.
- Support efforts to protect and enhance the regional air transportation system, including Phoenix Sky Harbor International Airport's continuing role as the region's premier airport.
- Support state and local policies governing use of the public rights of ways that ensure fair access and reasonable regulation of all rights of way users without adding costs that prematurely and unnecessarily burden the users of the public rights of way.
- Support strategic and consistent policies that will contribute to increasing all modes of transportation safety for all users.
- Encourage local determination of voter-approved funding for implementation of the regional transportation plan.

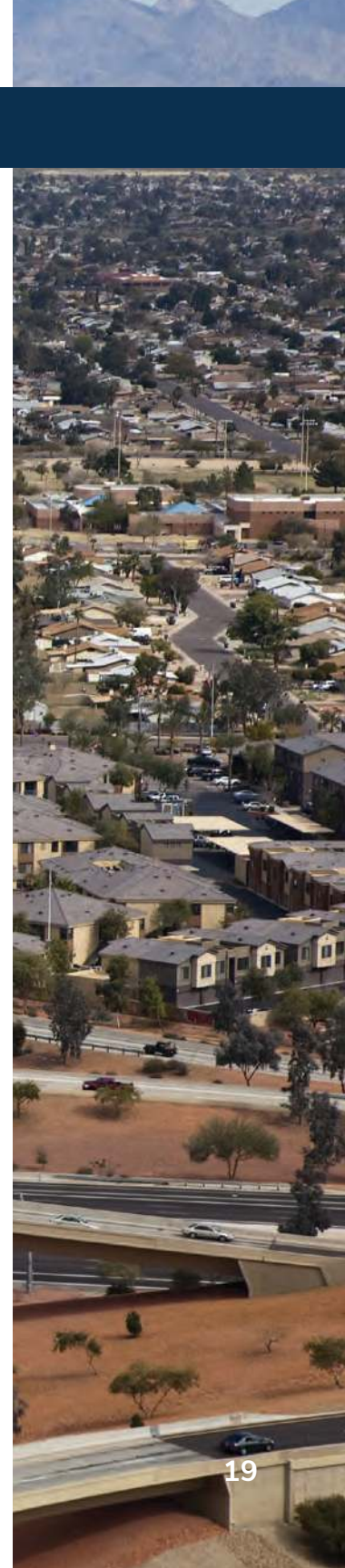
CO-CHAIRS:



David Skinner,
HDR, Inc.



Manny Tarango,
SRP



FEDERAL ISSUES



During the Greater Phoenix Chamber's annual trip to Washington D.C., the delegation participated in several productive meetings and forums, providing national leaders the opportunity to hear from Arizona's business and community leaders. This trip provides a platform for the Chamber and its members to connect and elevate the local impact of national issues.

Based on robust conversation and review, the Chamber elected to focus on four key areas regarding federal policies.

EDUCATION & WORKFORCE

The pathway to a strong economy is built by a strong education and talent development network. The Chamber advocates to enhance academic achievement and accountability at every level, and advocates for appropriate skill training that supports an effective workforce.

During the trip to D.C., delegates discussed the importance of developing strong talent pipelines at every level. The Chamber believes in utilizing Talent Pipeline Management® principles as a workforce strategy and relying on innovative systems such as the Job Data Exchange to allow employers to obtain the talent needed to grow.

The Chamber is supportive of federal proposals that provide states with the tools and funding to foster an education system that works for local communities and allows flexibility in design and implementation.

HEALTH CARE

Health care continues to be a key issue for businesses and individuals. The Chamber encourages Congress to provide regulatory certainty and clarity regarding health care issues.

On the annual delegation to D.C., the Chamber advocated for an affordable health care system that allows employers to support their employees.

Employers remain the primary payers of health care in Arizona. Two-thirds of prescription drug costs are paid by employers and other entities. As drug prices continue to increase rapidly, it's important that employers continue to have access to tools that encourage employees to utilize generic and other cost-effective medicine.

There have been multiple attempts to address the drug pricing issue at the federal level. The Chamber continues to monitor these proposals and will advocate for solutions that benefit the business community as a whole.

TRADE

At the federal level, trade continues to be an issue with significant local implications.

For more than a year, Arizona businesses have been waiting for clarity on the United States Mexico Canada Agreement (USMCA). The USMCA is an important step to finalizing the agreement and ensuring the three countries have continued, thriving economic relationships that benefit all parties.

The USMCA is an effort to reshape and modernize the North American Free Trade Agreement (NAFTA), which the United States, Mexico, and Canada established in 1993. Trade with Canada and Mexico represents a vital part of Arizona's economy. The USMCA has provided assurances to the business community that these trade relationships are valued. However, it's important that the USMCA continues to move forward and be passed by all nations.

The Chamber advocates trade resolutions that promote economic growth and support Arizona's exports. The Chamber will continue to monitor the federal government's progress on trade and ensure that Arizona's delegation understands how crucial the USMCA is to maintaining Arizona's economic vitality and the new agreement.

INFRASTRUCTURE

The need for a comprehensive infrastructure plan remains strong. States and cities across the nation are dealing with aging infrastructure and the need for new, 21st century roads and bridges.

Additionally, as cities and industries continue to expand, the surrounding infrastructure needs to be increased to keep up with demand.

The tough questions that must be answered by federal leaders are how and where to invest the money to ensure the U.S. infrastructure is safe and able to provide the required capacity to keep up with demand.

The cost of inaction is more expensive than pro-active investments in the transportation systems at the national level. The average American loses up to \$1,000 annually in lost fuel due to traffic congestion and up to \$600 per year in car maintenance due to poor road conditions. Although technology is advancing to provide alternate transportation options, a very small percentage of miles traveled are from fuel sources other than gas or diesel.

Locally and federally, there is still a call to reevaluate the possibility of raising the gas tax to supply adequate infrastructure funding along with other revenue-generating options to deal with this need.

The Chamber advocates for a healthy multi-modal transportation and transit system that meets the needs of businesses and supports safe, reliable infrastructure in states and cities.



CITY OF PHOENIX

As your advocate, the Chamber wants to help you connect with your local leaders. Some of the most important and impactful local policy changes happen at city council. Phoenix businesses and residents are encouraged to engage with city council members and connect with city department leaders on issues that impact your business and your district.

MAYOR



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DISTRICT 3



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PARTICIPATING ORGANIZATIONS

A New Leaf - Phoenix Day	Arizona Coyotes	Ice Cream, Inc.	Insurance Co.	Flasco Enterprises, LLC
AAA Arizona Main Office	Hockey Club	Cafe Valley, Inc.	Courtyard & Residence	DBA Energy Transport
AAA Scholarship	Arizona Governmental	Camelback Strategy Group	Inn by Marriott	Logistics
Foundation	Affairs	Cancer Treatment Centers	Downtown Phoenix	Forrest Anderson Plumbing
Above	Arizona Lottery	of America at Western	Cox Communications	& Air Conditioning, Inc.
Accenture	Arizona Public Service	Regional Medical Center	Crayola Experience	Foundation for
Acronis	Arizona State University	Cannonball Memorial Run	Crisis Response	Senior Living
Addison Group	Arizona's Children	Carecentrix	Network, Inc.	Fox Restaurant Concepts
Adelante Healthcare	Association	Carlisle Companies	Daily Jam - dba Daily Jam	FOX Sports Arizona
ADP, LLC	Atlas Capital, LLC	Incorporated	Holdings, LLC	Freeport-McMoRan Inc.
Advanced Safety	Atmosphere Commercial	Carvana	Delta Dental of Arizona	Galvanize
Consulting, LTD	Interiors	Casago	Delta Diversified	Global Ties Arizona
Aetna Mercy Care	Avertium	Casino Arizona	Enterprises, Inc.	Goodman Schwartz
Aim to Win, LLC	Avnet, Inc.	CBN Building Maintenance	Desert Diamond Casino -	Public Affairs
Alliance Bank of Arizona -	AZ Policy Connect	CBRE	West Valley	Goodwill of Central and
CityScape	B3 Strategies, LLC	Celgene Corporation	Dignity Health	Northern Arizona
Amanda Hope	BackFit Health and Spine -	CenturyLink	Dircks Moving & Logistics	Grand Canyon University
Rainbow Angels	Indian School - Phoenix	Charles Schwab & Co., Inc.	DMB Associates	Grant Thornton LLP
American Airlines	Bank 34	Chas Roberts Air	DPR Construction	Greenspoon Marder, LLP
American Council of	Bank of America -	Conditioning, Inc.	Duffy Group, Inc.	Gwynnie Bee
Engineering Companies of	Collier Center	Chevron Corporation	EBCO dba La-Z-Boy	Hawaiian Airlines
Arizona - ACEC Arizona	Bankers Trust Company	CIGNA	Furniture Galleries	HDR Engineering, Inc.
American Express Co.	Banner Health	City of Phoenix - City	of Arizona	Health System Alliance
American Red Cross	BASIS Charter Schools	Manager's Office	Eide Bailly, LLP	of Arizona
of Greater Phoenix	Beatitudes Campus	City of Phoenix Aviation	Elite Roofing Supply	Healthy Vending AZ, LLC
American Technology	Biomat, USA	Dept./Public Relations	ELOI	Helios Education
Specialists	Blue Cross Blue Shield	Cizek Associates, Inc.	Enterprise Holdings	Foundation
AP Southwest LLC dba,	of Arizona	Cocentrum	EPCOR	Hensley Beverage
Adolfson & Peterson	BMO Harris Bank -	Cognizant Technology	Equality Health, LLC	Company
Construction	Main Office	Solutions	Ernst & Young, LLP	Home2 Suites by Hilton
Arizona Capitol Times	BNC National Bank -	Command Credit Corp	Faciliteq	Phoenix Airport South
Arizona Chapter of	Glendale	Companion Pets Inc.	Fennemore Craig, P.C.	Honeywell International
NAIOP, Inc.	BOK Financial	Compass Strategies	Fingerprint	HonorHealth
Arizona Commerce	Border States	Public Affairs	First Fidelity Bank -	Hotel Palomar
Authority	Electric Supply	Concentra Medical Center	Biltmore	Hundred Life Design
Arizona Community	Boys & Girls Club of	Consumer Cellular	First Transit	I.C. Medical, Inc.
Foundation	Metropolitan Phoenix	CopperPoint Mutual	FirstBank - 20th St.	Ideas Collide
Arizona Complete Health	Bubbies Homemade		& Camelback	Insight Enterprises, Inc.

Institute for Better Education	Mario E Diaz & Associates	Polsinelli	Southwest Airlines	United American Industries Inc., dba Wisdom Natural Brands
IntraTek	MassMutual Life Insurance Co.	Powers Reinforcing Fabricators, LLC	Southwest Gas Corporation	
Iora Primary Care	Mayo Clinic	Prisma Graphic	Southwest Ground Control	UnitedHealthcare Community Plan
Iron Mountain Data Center	MC Services	Prison Fellowship	Specialized Services Co. (SSC Boring)	University of Advancing Technology
Isaacson Law Firm, P.C.	McCarthy Building Companies, Inc.	Quarles & Brady LLP	St. Luke's Medical Center	University of Arizona
Isagenix Corp	MDA Leadership Consulting, Inc	Quick Quack Car Wash	State Farm Insurance	University of Phoenix
ISOOutsource	Merchants Information Solutions, Inc.	Raymond James - Ken Haycraft	Stingley Management, Inc.	Univision-KTVW-Channel 33
IWS Public Affairs	Molera Alvarez, LLC	RED Development, LLC	Stryker Sustainability Solutions	Urbix Resources, LLC
Javelina Consulting	Moses Behavioral Care	Redflex Traffic Systems, Inc.	Subrosa Investigations, LLC	US Bank - Phoenix Tower
Jenco, Inc	MUFG Union Bank, N.A.	REDW LLC	Sunbelt Holdings	USAA
Jennings, Strouss & Salmon, PLC Attorneys at Law	National Bank of Arizona - Biltmore	Renaud Cook Drury Mesaros, PA	Sundt Construction, Inc.	Valley of the Sun United Way
Jewish Family & Children's Service (JFCS)	Northern Arizona University	Republic Media	Sunland Asphalt, Inc.	Valley of the Sun YMCA
JPMorgan Chase Bank, NA - Chase Tower	OH Predictive Insights	Republic Services, Inc.	Team Select Home Care	Valley Radiologists
KASW - TV Your Phoenix CW	On Media Publications	Resolution Copper Company	Telgian	Valleywise Health
Kitchell Corp.	OnSite Care	RSM US LLP	Terros Health	Vanir Construction Management
KJZZ 91.5 FM/KBAQ 89.5 FM Public Radio	OnTrac	Rusing Lopez & Lizardi, P.L.L.C.	THA Security	Veincare of Arizona
Kolbe Corp	Optima Tax Relief	Salt River Project-SRP	The Brewer Companies-Benjamin Franklin Plumbing	Verdigris Holdings, Inc
KPHO-TV CBS 5	Pacific Office Automation	Scandinavian Designs Furniture - PV Mall	The Centers for Habilitation (TCH)	Veridus
KPMG LLP	Pacific Premier Bank	Scheidt & Bachman USA, Inc.	The Maguire Company	Vitalant
Kutak Rock LLP	Paradigm Design	Scutari & Cieslak Public Relations	The Maricopa Community Colleges District Office	Vonage
Lewis Roca Rothgerber Christie LLP	Perkins Coie LLP	Serendipity Labs	The Palazzo	WalMart West Operations
Littler Mendelson, P.C.	PetSmart, Inc.	Sheraton Phoenix Downtown	The Phoenician	Weber Group
Live Nation/Ak-Chin Pavilion	Phoenix Association of REALTORS, Inc.	Siemens Corporation	The Results Companies	Wells Fargo Bank - Corporate
Living Hope Centers	Phoenix Children's Hospital	Signature Consultants	The Vanguard Group	Western States Petroleum Association- WSPA
Local Motors	Phoenix Suns Basketball	Slalom Consulting	The Weitz Company	Wonolo
Lockton Companies	Pinnacle Bank	Snell & Wilmer, L.L.P.	Tiffany & Bosco, P.A.	WSP USA
Lyft, Inc	Pinnacle Transplant Technologies	Sondhi Solutions, LLC	Total Ride	Youfit Health Clubs - Phx Thunderbird
Manheim Phoenix	Plaza Companies	Sonora Quest Laboratories	TowerHunter, Inc.	
	Plexus		Tuft & Needle	Zovio

POLICY EVENTS

The Greater Phoenix Chamber hosts prominent public policy events throughout the year to connect you with city, state, and federal elected officials. The Chamber's events provide you with opportunities to stay in the know about key issues impacting your business. Attend an upcoming event to learn more and get connected!



LEGISLATIVE KICK-OFF RECEPTION

Thursday, January 16, 2020

There's no better way to celebrate the start of the session than at the Chamber's annual Legislative Kick-Off Reception. Highly attended by both business leaders and the Capitol community, this event has been awarded for several years as one of the Arizona Capitol Times' Best of the Capitol and is the best, most prominent opportunity to mingle with Arizona's elected officials.

COUNCIL CONNECTIONS

Friday, February 14, 2020

Council Connections attendees meet Phoenix city council members, learn about critical issues affecting Phoenix, and develop skills to work effectively with political leaders and government agencies. Roundtable discussions provide guests the opportunity to connect personally with council members.



MAYOR'S STATE OF THE CITY ADDRESS

Tuesday, April 7, 2020

The Mayor's State of the City Address brings business leaders and community members together with the city of Phoenix leadership for a conversation about the future of the city. The Mayor's State of the City Address is a great opportunity for companies of all sizes to meet city leaders, council members, and other representatives.



LEGISLATIVE WRAP-UP BREAKFAST

Spring 2020

After months of dealing with the state's business, lawmakers pack up and head back to their districts. The Legislative Wrap-Up Breakfast is an opportunity to learn how the business community fared at the state Capitol. Upon the adjournment of the legislative session, several key legislators and policymakers discuss the impact of new policies on business.

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