



**GREATER PHOENIX
CHAMBER**

PUBLIC AFFAIRS

2022

PUBLIC POLICY GUIDE

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ABOUT THE GREATER PHOENIX CHAMBER'S PUBLIC AFFAIRS

The Greater Phoenix Chamber is Arizona's most renowned leader in public policy.

With priorities driven by the local business community, the Chamber is one of the most respected advocacy organizations within the state. The Chamber proudly and effectively advocates on behalf of the needs of our members at the city, state, and federal levels.

The Chamber's public policy work directly contributes to our region's thriving economy and attractive business climate.

The Chamber convenes business leaders, policy experts, and Chamber members on an annual basis to develop its 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 the opportunity to evaluate policy and regulatory matters and form 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 from elected leaders, and unite in support of or against 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 designed to ensure Arizona thrives!

Your Public Affairs Team



TODD SANDERS
President & CEO



MIKE HUCKINS
Vice President,
Public Affairs



JEN SPRINGMAN
Senior Manager,
Public Affairs

ENGAGE IN PUBLIC AFFAIRS

The Greater Phoenix Chamber's members drive the organization's public policy efforts—our dedicated staff is here to represent YOU.

Members are encouraged to participate in the Public Affairs process throughout the year. The Chamber's Public Affairs program allows your business a voice in the issues that matter most to your company. Companies may send representation to participate in any of the Chamber's six issue committees:



Agriculture, Environment & Water



Budget & Tax



Education & Workforce



Insurance & Health Care



Legal & Regulatory Reform



Transportation & Infrastructure

Greater Phoenix 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 chairs, and recommendations on which bills to support or oppose are voted on by the broader committee.

50+ Committee Meetings Annually

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.

MESSAGE FROM THE CHAIR

The Greater Phoenix Chamber's Public Affairs Committee is one of the most effective opportunities for Chamber members to make their voices heard in local and state government. We rely on our members to participate in crafting the policy priorities that best support business growth and sustainability.

The Chamber's rigorous and informed process for identifying and advocating for good public policy to support business is unique and effective. Through the Chamber's issue committees and member events, the Chamber exposes its members to key local policy makers and business-impacting policy issues.

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 are the driving force behind the individual guiding principles, which are submitted 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.

Throughout the legislative session, the issue committees convene regularly to review state legislation and local ordinances, dive into the intricacies of bills that may impact businesses, and ultimately determine whether the Chamber should support, oppose, or take no position on specific policy proposals.



SUSAN ANABLE
Cox Communications

It is important for businesses to remember that just because you don't take an interest in politics, doesn't mean it won't take an interest in you. There is no business that is exempt from some level of government regulation, policies, and taxes. The Chamber provides a valuable benefit to its members and the business community, which is strong advocacy on behalf of our member businesses in the government policy-making arena.

The Chamber also provides many opportunities for members to be engaged in the legislative process and local politics. I encourage you to jump in. Participate in one of our issue committees or join us at one of our upcoming policy events. I look forward to working with you in the coming year!

Susan Anable, Vice President of Government and Public Affairs, Southwest Region, has been with Cox Communications since 2001. She is responsible for media relations, community relations, government affairs, and internal communications for Cox in Arizona and Nevada. From 1991 to 2001, Susan was part of the Arizona State Senate Research Staff, serving as Staff Director and Natural Resources, Agriculture and Environment Analyst when she left to join Cox in 2001. Susan is currently serving her second term as Public Affairs Chair and Board member of the Greater Phoenix Chamber.

A MESSAGE FROM THE PRESIDENT & CEO

The Greater Phoenix Chamber is the leading business organization in the Greater Phoenix region with extensive experience in public policy and advocacy for the business community.

Throughout our esteemed history, we have represented the interests of the business community by acting as the voice of business for public policy measures that strengthen the Greater Phoenix region and create an environment for businesses to prosper.

As we continue to fight through and emerge from the global pandemic, how we interact with those around us and how we do business has changed. The Chamber's public policy team remains steadfast in their commitment to working with elected leaders to ensure that businesses can succeed while keeping our community safe.

I am proud of the Chamber's unwavering dedication to our members. As the new legislative session begins, we will continue to be a leading voice in calling for policies that provide businesses with the necessary protections needed to stay safe and return strong.

In 2021, the Chamber formally supported 130 bills and opposed 24 bills. Of the 130 bills we supported, the Governor signed 54 into law. This year's legislative successes include big wins for protecting businesses from undue litigation as a result of the pandemic, innovative education and workforce solutions, and efforts to expand economic development and investment.

Beyond our member-driven advocacy at the state and city levels of government, a significant component of our influence is a result of the Chamber's Political Action Committee (PAC), which encourages and facilitates our members' participation in governmental processes.

The Chamber team and PAC Board of Directors thoroughly vet and endorse election candidates who met the strict threshold that aligns with our guiding principles. The candidates we endorse demonstrate a strong focus on economic prosperity and opposing policies that will harm economic potential.



TODD SANDERS
Greater Phoenix Chamber

As we head into an election year that will feature some key local races, the Chamber's PAC will be hard at work to ensure that pro-business candidates are elected into office and representing the needs of our job creators.

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.

I look forward to the challenges and opportunities that await us in 2022. I encourage you to join an issue committee, stay updated with the Chamber's Public Affairs Dashboard, subscribe to our Policy in Focus newsletter, and allow us to amplify your voice as we work together for a stronger Arizona.

Sincerely,

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

Todd Sanders



2022 GUIDING PRINCIPLES





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 2022

- 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 Arizona Management System (AMS) processes to reduce regulatory burdens without affecting core agency functions.
- Support reasonable and cost-effective efforts to address critical infrastructure needs in response to shortages on the Colorado River, increase water use efficiency and increase water reuse, including addressing 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 those supplies for current and future use in Arizona.
- Promote water conservation and augmentation opportunities that support the reliability, drought resiliency and health of the Colorado River basin, including continued implementation of the Lower Colorado River Basin Drought Contingency Plan (DCP).

- Promote the successes of past water management policies that have helped secure Arizona's water supplies, such as the establishment of the Groundwater Management Act, providing for the underground storage of water for future uses, creation of the Arizona Water Banking Authority, increased water recycling and reclaimed water use, and authorizing Arizona to participate in Minutes 319 and 323 to the 1944 Treaty with Mexico regarding the use of Colorado River water and the Drought Contingency Plan among the seven basin states of the Colorado River, and the need to prepare for the upcoming negotiations for future Colorado River operating rules (reconsultation).
- 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.
- Encourage and facilitate the active management and thinning of Arizona's federal and state forest lands to improve and protect watershed health through support for continued collaboration efforts with state and federal agencies, public-private partnerships, investment in forest restoration projects, and economic development programs to support the attraction, retention and expansion of forest products industry.
- Support the use of securitization, a financial tool used to refinance utility assets, when appropriate, to save residential and business customers money.
- Support clean energy policies that bolster economic growth through the advancement and deployment of new and existing technologies.
- Oppose policies to limit or eliminate access to natural gas.
- Support policies and investments that promote reliable and affordable electric service that emphasizes resource adequacy, price stability, and consumer protection as a foundation of Arizona's continued economic success.

CO-CHAIRS:



Megan Martin, SRP



Todd Wynn, APS



PURPOSE

Works to promote tax and budget policies that support the retention and growth of existing businesses, attract new investment, with an emphasis on private 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 2022

- 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.
- Prioritize efforts to create jobs and facilitate growth when considering tax reform proposals.
- Oppose fund sweeps as a budget-balancing mechanism.
- Encourage state and local governments to exercise fiscal prudence, including maintaining appropriate, but not excessive, reserves to maximize bond ratings and to maximize resultant savings from improved borrowing costs.
- 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 (GPC) 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, GPC 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 and regional 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. Lawmakers should scrutinize efforts that circumvent the appropriation process through earmarking or other means.

- **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:** State and local government leaders should timely and prudently respond to substantial changes in governmental revenues, including but not limited to taxes, tuition, fees for service, etc., that endanger funding for key government services that are essential to economic vitality.
- **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. Officials should allocate federal funds in a transparent and consistent basis while ensuring expenditures are in line with the intended purpose.
- **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 Recognizing there is a need to strike a balance between spending and revenues, before considering a tax increase, every effort should be made to first identify and implement thoughtful, permanent reductions in government spending, leaving no options off the negotiating table.
- o Focus special attention on selecting a tax increase that minimizes damage to the economy whenever prudence requires a tax increase to fund essential government services.
- 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.
- **Infrastructure:** Support expansion and improvements in essential public and private infrastructure projects that promote economic vitality.
- **Public Technology:** Support improvements in state and local government information technology infrastructure to ensure efficient and effective government operations.

CO-CHAIRS:



Jason Baran,
SRP



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 2022

Employment Policies

- Support efforts to reduce regulation, increase operational flexibility, and minimize costs of conducting business.
- Advocate for employment policies that encourage job creation and retention and fosters 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 the opioid epidemic. Promote other workplace health and safety measures that allows employers to protect their business, employees, and customers.
- 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.
- Support policies to increase the number of qualified employees and promote incentives such as childcare assistance to ease re-entry into the workforce.
- Oppose efforts to place wage and benefit mandates and restrictions on industry.
- Support licensing and certification 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 and certification that are closely targeted to protecting public health and safety, are not overly broad or burdensome, considers costs and benefits, and reduces 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 efforts that advance the Achieve60AZ attainment goal of 60 percent of our adult population, ages 25-64, having a professional certificate or degree by 2030.
- Demand high expectations of all students and educational institutions, eliminate the achievement gap, and maximize public-private partnerships to help close the digital divide.
- Promote policies that hold all educational institutions accountable for producing high quality outcomes.
- Support policies that address the ongoing workforce shortage affecting all industries throughout Arizona.

K- 12 Education and Early 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.
- Advocate for policies that reduce inequities created by local property taxing options and revise weights in the funding formula that improve equitable access to all public schools.
- 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), dual enrollment courses and other high-quality, rigorous academic coursework and industry-specific standards, including support for Career and Technical Education District (CTED) programs.

- Support Arizona career and technical education districts and programs, increasing awareness for students to access CTE and obtain in-demand industry credentials.
- 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 evidence-based policies and investments to address disrupted learning and academic readiness at all levels of education along with metrics in order to meaningfully measure progress and encourage the use of federal and state recovery funds for this purpose.
- Encourage aligned policies that promote the recruitment and retention of education staff at all levels throughout the P-12 education system.
- Advance responsible financial and academic reforms to Arizona's P-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.
- Continue to support a robust system of public education choice options and ensure that schools have the academic and administrative flexibility to offer innovative and effective educational options for students.

- Support a robust community college system that creates structured career pathways and 2-year degree completion that leads to direct employment.
- Strengthen public universities and community colleges with a stable funding model to cover costs 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.
- Encourage the recruitment of out-of-state and foreign students to our public and private universities systems.
- Support enterprise model of operations which recognizes and advances each university and its differentiated mission.
- 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 current workforce needs and the expanding economy.
- Support the unique mission of Arizona's tribal colleges in providing higher education opportunities on Arizona's Indian reservations.

Higher and Post-Secondary 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, community colleges, and other Arizona research institutions as being an important driver of economic development, including retention, expansion, and the formation of new industries.

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 2022

Health Care

- Support a robust public-private partnership that makes Arizona's AHCCCS program among the strongest in the nation. Preserve the coverage gains made by the legislature in 2013, and the restoration of KidsCare in 2016. Move forward both entrepreneurially and with government partners to support and enhance our health care workforce and increase access to high quality health care for the state's most vulnerable citizens.
- Advocate for a free-market based health care system that offers affordable, cost-effective and quality health care options to businesses and individuals.
- Support health care workforce policies that address the unprecedented health care worker shortages across the health care 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 health care workforce in areas of training, retention and recruitment opportunities to mitigate statewide healthcare workforce shortages.
- Support policies that promote access to care for Arizona's behavioral health system for the betterment of Arizona's workforce.
- Oppose unnecessary state regulation, cost-shifting, coverage requirements, and government mandates while encouraging a fair, competitive, free market environment.
- Oppose single payer and 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.
- Promote and recognize free-market delivery system innovations, including but not limited to evidence-based telehealth, that improve the quality of and access to patient care, maximize efficiencies, increase care coordination, and reduce medical costs.

- 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.
- Work in conjunction with the health care industry to address the opioid epidemic and enhance access to substance use disorder treatment services.
- Support legal reforms at both the state and federal level to ensure businesses, health care providers, and non-profit organizations are protected from abusive litigation.
- Oppose unnecessary and duplicative reporting requirements and policies that would exacerbate financial losses and place additional burdens on the health care, insurance and non-profit industry.
- 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.
- Advocate for efficient and expedient licensing processes and procedures in order to meet the needs of employers.

Insurance

- Support a regulatory system for insurance companies that provides competitive, affordable, and high-quality lines of insurance, as well as reasonable consumer protection, to Arizona consumers.
- Continue to develop a favorable business climate that encourages insurance companies to do business in Arizona and to establish management and operations headquarters in Arizona.
- Support efforts to remove burdensome regulations that unnecessarily restrict competition in the insurance marketplace.
- Oppose unnecessary state regulation, cost-shifting, coverage requirements, and government mandates while encouraging a fair, competitive, free market environment.
- Support legal reforms at both the state and federal level to ensure businesses, health care providers, and non-profit organizations are protected from abusive litigation.
- Oppose any effort to legislatively expand contractual obligations of an existing in force insurance agreement.

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 2022

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

1. 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.
2. 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.
3. 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 legal reforms at both the state and federal level to ensure businesses are protected from abusive litigation related to current and future public health crises and emergencies.
- 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.
- Advocate for cooperative policies to ensure post-emergency return to work scenarios are practical and are able to be implemented while maximizing safety measures.

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 Arizona Management System (AMS) 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 and enhanced virtual meeting, hearing, application, and appeals options when possible. 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.
- Advocate for the adoption of licensing reforms that ensure the health and safety functions of occupational licensure are maintained and provide flexibility during emergencies for education and training requirements.
- Encourage the legislature to follow the statutory Sunrise/Sunset process when regulating new occupations and consolidating or closing agencies, boards, and commissions.

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 2022

- Promote a quality, multimodal 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, active transportation, infrastructure, and jobs.
- Support efforts to secure, protect, and increase revenues and resources for transportation needs from all sources that are consistent with the Greater Phoenix 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.
- Support new ideas and innovation relating to new mobility opportunities, while ensuring equitable regulations and taxation on all forms of ground passenger non-medical transportation.

- Promote partnerships between local government and private sector broadband providers to facilitate construction of needed broadband network infrastructure in Arizona, federal, state, and to prioritize taxpayer funds for building in unserved areas of the state and avoid investing taxpayer resources to overbuild competitive markets where reliable high-speed internet is already available.
 - Support the cost-effective deployment of new broadband infrastructure by eliminating barriers to deployment, including streamlining permitting processes, implementing reasonable restoration practices, and enabling aerial deployment where other means are not economically or physically possible.
-

CO-CHAIRS:



Jeff Ford,
Olsson



Helen Heiden,
Southwest Gas



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 5



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DISTRICT 6



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DISTRICT 7



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DISTRICT 8



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PARTICIPATING ORGANIZATIONS

A New Leaf - Phoenix Day	Arizona Complete Health	Border States Electric Supply	Compass Strategies Public Affairs	Fose + McKay
Acronis	Arizona Coyotes Hockey Club	Boys & Girls Clubs of the Valley	Concord General Contracting	Fox Restaurant Concepts
Adelante Healthcare	Arizona Family/KPHO-TV CBS 5	Brighter View Foundation	Consumer Cellular	FOX Sports Arizona
ADOT-Communications	Arizona Federal Credit Union	BrightFi	CopperPoint Mutual Insurance Co.	Freeport-McMoRan Inc.
ADP, Inc.	Arizona Lottery	Bristol Myers Squibb	Courtyard & Residence Inn by Marriott	FSI Engineering and Design, Inc.
Aetna	Arizona Public Service Co.	Bureau of Moorish Affairs	Downtown Phoenix	Gensler
Aetna Mercy Care	Arizona State University	Cafe Valley, Inc.	Cox Communications	GoldBook Financial
Alan Turing Semiconductor	Arizona's Children Association	Cambridge Investment Research Inc.	Cracker Barrel	Goodman Schwartz Public Affairs
Alaska USA Federal Credit Union	Associated General Contractors	Camelback Strategy Group	Cruise	Goodwill of Central and Northern Arizona
Alliance Bank of Arizona - CityScape	Atlas Capital, LLC	Cancer Treatment Centers of America, Phoenix	Delta Dental of Arizona	goPuff
Alliance of Arizona Nonprofits	Avertium	Capitol Consulting, LLC	Delta Diversified Enterprises, Inc.	Grand Canyon University
Alston Construction, Inc.	Avnet, Inc.	Carlisle Companies Incorporated	Desert Diamond Casino West Valley	Grant Thornton LLP
Amanda Hope Rainbow Angels	AZ Policy Connect	Carvana	Devoted Health	Greenstone Management Partners, LLC
Amazon	B3 Strategies, LLC	Casino Arizona	DeVry University	Gullett Company
American Airlines	Bailiwick, Inc.	Catholic Education Arizona	Dignity Health	Hawaiian Airlines
American Council of Engineering Companies of Arizona - ACEC Arizona	Bang Energy	CBN Building Maintenance	Dircks Moving & Logistics	Hayward Industries Inc.
American Technology Specialists	Bank 34	CBRE	DMB Associates	HDR Engineering, Inc.
Arizona Alliance for Community Health Centers	Bank of America - Corporate Office	Cemex, Inc.	Dorn Policy Group, Inc.	Health Current
Arizona Association of Realtors	Bankers Trust Company	Center for the Future of Arizona	Duffy Group, Inc.	Health System Alliance of Arizona
Arizona Bankers Association	Banner Health	Central Arizona Project	Eide Bailly, LLP	Helios Education Foundation
Arizona Board of Regents	BASIS Charter Schools	Charles Schwab & Co., Inc.	Elite Roofing Supply	Hensley Beverage Company
Arizona Capitol Times	Bay Logistics Inc.	Chas Roberts Air Conditioning, Inc.	ELOI USA	Highground, Inc.
Arizona Cattle Feeders' Association	Beatitudes Campus	Chevron Corporation	Enterprise Holdings	Home Builders Association of Central Arizona
Arizona Chapter of NAIOP, Inc.	Bell Bank	CIGNA	EPCOR	Honeywell International
Arizona Charter Schools Association	Benchmark	City of Phoenix - City Manager's Office	Equality Health, LLC	HonorHealth
Arizona Commerce Authority	binx health	City of Phoenix Aviation Dept./Public Relations	Ernst & Young, LLP	Horizon Strategies
Arizona Community Foundation	Biomat, USA	Cognizant Technology Solutions	EXACT SCIENCES	Hotel Palomar
	Blue Cross Blue Shield of Arizona	Coleman Dahm Layeux, Inc.	Fennemore Craig, P.C.	I.C. Medical, Inc.
	BMO Harris Bank - Main Office	Collabera Inc.	Fingerpaint	Ideas Collide
	BNC National Bank - Glendale	Companion Pets Inc.	First Fidelity Bank - Biltmore	Insight Enterprises, Inc.
	BOK Financial		First Transit	Isaacson Law Firm, P.C.
			FirstBank - 20th St. & Camelback	ISOsource

Jenco, Inc.	National Bank of Arizona - Biltmore	Quick Quack Car Wash	The Brewer Companies-Benjamin Franklin Plumbing	Vitalyst Health Foundation
Jennings, Strouss & Salmon, PLC Attorneys at Law	Nationwide Insurance	RED Development, LLC		Waymo
Jewish Family & Children's Service (JFCS)	Northern Arizona University	REDW LLC	The GEO Group, Inc.	Wells Fargo Bank - Corporate
JPMorgan Chase Bank, NA - Chase Tower	Northern Trust	Republic Media	The Palazzo	Western Resource Advocates
Ken Garff KIA	Notre Dame Federal Credit Union - Notre Dame FCU	Republic Services, Inc.	The Phoenician	Western States Petroleum Association - WSPA
Kitchell Corp.	OH Predictive Insights	Resolution Copper Company	The Vanguard Group	Whataburger Restaurants, LP
KJZZ 91.5 FM/KBAQ 89.5 FM Public Radio	Olsson	Rocket Mortgage by Quicken Loans	The Weitz Company	Willetta Partners Inc.
KPMG LLP	onsemi	RSM US LLP	Tiffany & Bosco, P.A.	World Wide Technology
Kutak Rock LLP	Oranje Commercial Janitorial	SA Recycling	Total Ride	WSP USA
Las Palomas Beach and Golf Resort	Pacific Office Automation	Salt River Project-SRP	TowerHunter, Inc.	Zovio
Lewis Roca Rothgerber Christie LLP	Pacific Premier Bank	Scutari & Cieslak Public Relations	Triadvocates LLC	
LGE Design Build	Paradox	September Group LLC	Tuft & Needle	
Littler Mendelson, P.C.	Perkins Coie LLP	Shamrock Foods Co.	United American Industries Inc., dba Wisdom Natural Brands	
Lockton Companies	Peters, Cannata & Moody, PLC	Sheraton Phoenix Downtown	UnitedHealthcare Community Plan	
Lyft, Inc.	PetSmart, Inc.	Signature Consultants	Unitek Learning/ Brookline College	
Manheim Phoenix	Phoenix Children's Hospital	Slalom Consulting	University of Advancing Technology	
Maricopa Community Colleges District Office	Phoenix Medical Psychiatric Hospital	Solari, Inc.	University of Arizona	
Mario E Diaz & Associates	Phoenix REALTORS	Sonora Quest Laboratories	University of Arizona Global Campus (UAGC)	
Marsh USA, Inc.	Phoenix Suns Basketball	Southwest Airlines	University of Phoenix	
Mayo Clinic	Pinnacle Transplant Technologies	Southwest Gas Corporation	Univison Arizona	
MC Services	Planet Fitness Support Center Office	Specialized Services Co. (SSC Boring)	US Bank - Phoenix Tower	
McCarthy Building Companies, Inc.	Plaza Companies	Spin (Ford Mobility)	USAA	
MDA Leadership Consulting, Inc.	Plexus Worldwide	St. Mary's Food Bank Alliance	Valley of the Sun	
Meadows Bank	PMI Global Services Inc.	State Farm Insurance	United Way	
Merchants Information Solutions, Inc.	PNC Bank	Stingley Management, Inc.	Valley of The Sun YMCA	
Milwaukee Brewers Baseball Club, LP	Policy AZ, LLC	Sunbelt Holdings	Valleywise Health formally MIHS	
Molera Alvarez, LLC	Policy Development Group, Inc.	Sundt Construction, Inc.	Vanir Construction Management	
Musical Instrument Museum (MIM)	Polsinelli	Sunland Asphalt, Inc.	Veincare of Arizona	
	Prisma Graphic	Tata Consultancy Services	Veridus	
	Protecht	Telgian	Versant Capital Management, Inc.	
	Quarles & Brady LLP	Terros Health	Vitalant	
		The Aarons Company LLC		



PRO BUSINESS PRO ARIZONA

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

POLICY EVENTS

Whether virtual or in-person, 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

There's no better way to celebrate the start of the session than at the Chamber's annual Legislative Kick-Off Reception. Tune in to start the year off in-the-know by learning about our elected leaders' top priorities for the 2022 legislative session.



MAYOR'S STATE OF THE CITY ADDRESS

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.



COUNCIL CONNECTIONS

At Council Connections, attendees meet city council members, for round table discussions about critical issues affecting Phoenix, and develop skills to work effectively with political leaders and government agencies.



LEGISLATIVE WRAP-UP

After months of dealing with the state's business, lawmakers pack up and head back to their districts. The Legislative Wrap-Up 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.

To see all upcoming events, visit phoenixchamber.com

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