



# 2026 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



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**TODD SANDERS**  
President & CEO



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**MIKE HUCKINS**  
Sr. Vice President  
of Public Affairs  
and IT Operations



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**MACKENZIE SHANE**  
Director of Public Affairs

## A MESSAGE FROM THE CHAIR

The Greater Phoenix Chamber's Public Affairs Committee is charged with ensuring the business community has a seat at the table on the key issues affecting our state. We rely on our members to participate in crafting the policy priorities that best support business growth and sustainability.

Each session, the Chamber's Public Affairs team actively monitors around 300 bills to identify those that will have the biggest impact on our membership and the business community. And when those bills address priority issues on our policy agenda, the team actively engages in advocacy on behalf of our Chamber members. We also work closely with lawmakers on both sides of the aisle to make sure their priorities are reflected in the Chamber's policy agenda. Our rigorous and informed process for identifying and advocating for good public policy to support business is unique and effective, allowing the Chamber to develop a comprehensive and well-vetted policy agenda that is responsive to the needs of the business community.

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. Throughout the legislative session, the issue committees regularly convene 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. 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.



### **SUSAN ANABLE**

Phoenix Market  
Vice President,  
West Region,  
Cox Communications

Through the Chamber's Issue Committees and member events, members are exposed to key local policymakers and policy issues impacting businesses. The Chamber also engages its members in the democratic process by hosting candidate forums and sharing voter preparation materials.

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 decisions made by our elected officials have a direct impact on businesses, so it's important to be involved in the process and make sure your voice is heard.

I encourage you to get involved in the Chamber's Public Affairs Committee or one of our six Issue Committees. This is an excellent way to learn more about the policymaking process and how you can have an impact on the issues that matter to your business. I hope you are able to lean in and 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!

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Susan Anable, Phoenix Market Vice President, West 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 third term as Public Affairs Chair and Board member of the Greater Phoenix Chamber.

## 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 & Healthcare**



**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.

### 35+ Committee Meetings Annually

Public policy is important for every business! Learn more about getting involved at [www.phoenixchamber.com/policy](http://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 widely recognized as the preeminent business organization in the Greater Phoenix region, at the state capitol and city hall, with a wealth of experience in effectively advocating for businesses and shaping public policy. Since 1888, we have strived to represent the interests of the business community by supporting public policy measures that strengthen the Greater Phoenix region and create an environment for businesses to prosper.

The Chamber's skilled public policy team remains steadfast in its commitment to working with elected leaders to ensure that businesses can succeed while continuing our unwavering dedication to our members. As the new legislative session begins, we will continue to be a leading voice in calling for policies that promote the interests of our members and create a business-friendly environment that attracts and retains top talent, fosters innovation, and promotes economic growth and prosperity.

In 2025, 24 Chamber-supported bills were signed into law, and 33 Chamber-opposed bills were defeated. This year's legislative successes included big wins for the business community. One significant achievement was the agreement to implement a sales tax recapture to fund vital renovations and ongoing operations at Chase Field stadium. These funds will not only enhance the stadium itself but are also projected to generate a range of tangible benefits for the Downtown Phoenix community such as construction jobs, continuing community programs, and ensuring that the economic impact of the stadium extends well beyond game days. With these measurable outcomes, the agreement stands to deliver long-term economic growth and a stronger sense of community in Downtown Phoenix.

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



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**TODD SANDERS**  
President & CEO

members' participation in governmental processes. The Chamber team and PAC Board of Directors thoroughly vet and endorse election candidates who meet the strict threshold that aligns with our guiding principles. The candidates we endorse demonstrate a strong focus on economic prosperity and oppose policies that will harm economic potential.

As we head into 2026, I encourage you to get involved by joining an Issue Committee, staying updated with the Chamber's Public Affairs Dashboard, and subscribing to our Policy in Focus Newsletter to work together to build a stronger Arizona. 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 2026.



**GREATER PHOENIX**  
CHAMBER

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**PUBLIC AFFAIRS**

# 2026 GUIDING PRINCIPLES







### 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 2026

- 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 the ability to meet the water needs of the 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.
- Support the ongoing negotiations regarding future Colorado River operating rules (Reconsultation) and the pursuit of larger contributions from other Colorado River Basin States to conserve additional Colorado River water and ensure Arizona does not continue to carry a disproportionate burden of reductions for the benefit of others.
- Support the distribution of federally appropriated funds to projects that provide durable, long-term water savings on the Colorado River.
- Support 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.
- Support expanded natural gas pipeline capacity and consumer 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.
- Support an "all of the above" approach to enable increased, sustainable, and diverse power generation that ensures reliable and affordable energy and strengthens Arizona's economic future.

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**CO-CHAIRS:**



**Fareed Bailey, SRP**



**Wendy Valenzuela, 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 2026

- 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 and innovation 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.
- Support equitable tax and fiscal policies that maintain essential public safety services and constitutionally mandated requirements while ensuring continued economic vitality of business and industry.

### 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 (3 to 5 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.

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**CHAIR:**



**Jason Baran,**  
SRP



## 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 2026

#### Employment Policies

- Support efforts to reduce regulation, increase operational flexibility and minimize costs of conducting business.
- Advocate for employment policies that encourage job creation, retention, increases qualified employees, and fosters an environment for continued business expansion and promotes incentives such as childcare assistance.
- 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 be responsive to the dynamic nature of Arizona's economy.
- Oppose efforts to place wage and benefit mandates and restrictions on industry.
- Protect employers and workers compensation carriers' existing lien rights on third-party recovery claims.
- Support licensing and certification efforts that strike the right balance to protect consumers and promote economic growth and employment opportunity.
- Support efforts for obtaining affordable workforce housing.

#### Education, Career Readiness and Job Training

- Support policies that address the ongoing workforce shortage affecting all industries throughout Arizona, including investments in small business development and entrepreneurial incubators to help launch, grow, and sustain small businesses.
- Support appropriate levels of stable and equitable funding for the P-20 education system with emphasis on accountability and 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.

#### Early Education and 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.
- 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 policies that lead to equitable and improved special education funding.
- Support modernizing the K-12 aggregate expenditure limitation formula to better align with current and future revenue and expenditure forecasts.
- Support immediate action by the Legislature and Governor, including a special session, to extend the distribution of increased State Trust Land Revenues to K12 education, originally passed by voters as Proposition 123.
- Support policies that increase the number of students who are college and career ready by focusing on rigorous academic coursework and CTE programs that are aligned to workforce needs early college options, and industry-specific standards.

- Support policies that guarantee articulated credit at community colleges, trade schools and 4-year institutions for post-secondary or credential coursework work taken in high school.
- Support the creation of apprenticeship programs that enable individuals to supplement classroom instruction with real-world, hands-on learning and improve career readiness. When feasible, apprenticeship programs should award college credit equivalencies that are eligible to transfer to degree programs at accredited postsecondary institutions.
- Advocate for educational policies that will endeavor to decrease the high school drop-out rate.
- Support evidence-based policies and investments to address disrupted learning, chronic absenteeism, and academic readiness at all levels of education along with metrics in order to meaningfully measure progress.
- Encourage aligned policies that promote the recruitment and retention of education staff at all levels throughout the P-12 education system.
- 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 the elimination of regulatory requirements of schools that do not demonstrate a measurable effect on student academic achievement and oppose the addition of unnecessary new mandates on the operations of schools.

### 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 well-educated and highly skilled workforce, encourage innovation, and foster entrepreneurship for small, medium, and large enterprises.
- Support universities, community colleges, and other Arizona research institutions as being an important driver of economic and workforce development, including retention, expansion, and the formation of new industries for the expanding economy.
- Support investments in healthcare education programs across Arizona's three public universities

aligned with the Arizona Board of Regents' AZ Healthy Tomorrow initiative, which is designed to address workforce shortages by expanding medical, nursing and allied health graduates, boosting graduation rates, and establishing strong pathways for students to remain in Arizona.

- Support a robust community college system that creates structured career pathways and degree completion that leads to direct employment including modernizing the outdated community college expenditure limitation formula to better-support workforce development in high-demand workforce areas.
- Support efforts to restore adult education programs that provide adult learners opportunities to obtain a high school equivalency or high school diploma and workforce skills training.
- Strengthen public universities and community colleges with a stable funding model to cover costs to educate resident students, supporting critical capital and technology projects, and enhanced flexibility to ensure access for qualified students, world-class research capabilities and excellent workforce preparation.
- Encourage the recruitment of out-of-state and foreign students to our public and private university systems.
- Support enterprise model of operations which recognizes and advances each university and its differentiated mission.
- Support the unique mission of Arizona's tribal colleges in providing higher education opportunities on Arizona's Indian reservations.

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### CO-CHAIRS:



**Jay Kaprosy,**  
Veridus



**Marc Osborn,**  
Kutak Rock, LLP





## INSURANCE & HEALTHCARE

### PURPOSE

Supports strong insurance and healthcare 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 2026

#### Healthcare

- Support a robust public-private partnership that makes the Arizona Health Care Cost Containment System (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.
- Support ongoing efforts by AHCCCS to prevent, identify and combat fraud, waste and abuse while minimizing impacts on providers who comply with regulations and deliver quality care. Support the enhancement of AHCCCS program integrity efforts through targeted measures that protect members and taxpayer dollars without compromising access to care or penalizing providers who operate in good faith.
- Advocate for a free-market based healthcare system that offers affordable, cost-effective and quality healthcare options to businesses and individuals.
- Support proactive state-level policies to mitigate the financial fallout from H.R.1. This includes safeguarding the state's ability to appropriately utilize provider taxes and other essential funding mechanisms that draw down federal matching funds for AHCCCS, as well as preventing additional state program reductions that would exacerbate the business and economic impacts of the federal legislation.
- Support measures that reduce uncompensated care for providers and stabilize the broader business community by reducing cost shifts to employers. This includes advocating for adequately funded, streamlined, transparent, and efficient state administrative processes for programs such as AHCCCS, for patients to navigate the new, more frequent, and complex eligibility requirements to maintain coverage and avoid coverage gaps.
- Support healthcare workforce policies that address the unprecedented healthcare worker shortages across the healthcare industry and build a high-quality health professions pipeline that seeks to meet the demands of Arizona communities for years to come. Support solutions that leverage Arizona's existing healthcare workforce in areas of training, retention and recruitment opportunities to mitigate statewide 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, government mandates, and efforts to regulate self-funded (ERISA) plans 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 healthcare 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 healthcare industry to address substance use disorder and enhance access to treatment services.
- Support legal reforms at both the state and federal level to ensure businesses, healthcare providers, and non-profit organizations are protected from abusive litigation and nuclear verdicts.
- Oppose unnecessary and duplicative reporting requirements and policies that would exacerbate financial losses and place additional burdens on the healthcare, insurance and non-profit industry.
- Encourage local governments and employers to pursue or continue greater use of alternative healthcare 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.
- Support reforms to improve patient care and competition in Arizona medical transport.

## 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 Arizonans.
- 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, healthcare providers, and non-profit organizations are protected from abusive litigation and nuclear verdicts.
- Support legislation that requires transparency and consumer disclosure in situations of third-party lawsuit financing.
- Oppose any effort to legislatively expand contractual obligations of an existing in force insurance agreement.
- Support ongoing efforts of the Department of Insurance and Financial Institutions to ensure the fraud unit is adequately funded and functioning at an optimal level.

## CO-CHAIRS:



**Jennifer Carusetta,**  
Phoenix Children's Hospital



**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 2026

#### 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 legal reforms at both the state and federal level to ensure businesses are protected from abusive litigation and nuclear verdicts.
- 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.
- Encourage state agencies to conduct rulemaking, policy revisions, and substantive policy statements in a way that engages public and private industry stakeholders. Oppose rulemaking and policies that create inconsistent timelines between agencies, burdensome requirements, or significant disruptions to businesses.
- Support state and local government efforts to modernize and accelerate permitting processes and enhanced virtual meeting, hearing, application, and appeals options when possible. 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.
- Support the efforts of the Municipal Timeframes Oversight Committee to compile information regarding the timeframes for regulatory approvals needed for economic development projects in municipalities and counties. Encourage efforts of transparency of these timeframes for the regulated

community when making investment decisions in our local cities and counties.

- Advocate for the adoption of licensing reforms that ensure the health and safety functions of occupational licensure are maintained and provide reasonable flexibility for education and training requirements.
- Encourage the legislature to follow the statutory Sunrise process when regulating new health professional groups.
- Encourage the legislature to follow the statutory Sunset process when consolidating and closing agencies, boards and commissions.
- Support limited regulations based on clear and comprehensive statutory authority addressing Artificial Intelligence that protects businesses and consumers while allowing for technological advancement for research, technology, improving business practices, and creating efficiencies for both business and government entities.

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## CHAIR



**Janna Day,**  
AZ Policy Connect



**Russell Smolden,**  
B3 Strategies



## 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 2026

- 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 including parity among vehicle fuel types, 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 and emerging technology, 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.
  - Continue to support the use of alternative project delivery construction methods.
- 

**CO-CHAIRS:**



**Helen Heiden,**  
Southwest Gas



**Dana Paschke,**  
Policy AZ



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 2



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## DISTRICT 3



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## DISTRICT 4



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## DISTRICT 5



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**DISTRICT 7**



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**DISTRICT 8**



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For more information on city council meetings,  
visit <https://www.phoenix.gov/cityclerk/publicmeetings/city-council-meetings>

## 57<sup>TH</sup> LEGISLATURE - SECOND REGULAR SESSION

Arizona's 57<sup>th</sup> Legislature-Second Regular Session will convene on January 12<sup>th</sup>, 2026. The legislative session brings together the Governor, House of Representatives, Senate, and the voice of the business community to enact change that affects everyday Arizonans. Understanding the legislative process and the key issues at play is crucial for businesses looking to succeed in Arizona.

### SENATE MAJORITY LEADERSHIP:



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### SENATE MINORITY LEADERSHIP:



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### HOUSE MAJORITY LEADERSHIP:



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**Speaker Pro Tempore**  
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### HOUSE MINORITY LEADERSHIP:



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**Co-Minority Whip**  
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For more information on the Arizona Legislature,  
visit <https://www.azleg.gov/>



# 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.

## PAC Process

- 1** Candidates submit questionnaire on their policies and positions
- 2** PAC board reviews questionnaires
- 3** Select candidates are interviewed
- 4** PAC board votes to endorse candidates and contribute financially to select endorsed candidates



[phoenixchamber.com/pac](http://phoenixchamber.com/pac)

## 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 2026 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.



### STATE OF THE COUNTY

Discover the latest breakthroughs in budget achievements, economic development, and pressing issues impacting Maricopa County residents at this must-attend event for valley businesses and leaders. Join this dynamic discussion as Maricopa County—one of America's fastest-growing and largest counties—continues to set the pace for innovation and growth nationwide.



### COUNCIL CONNECTIONS

At Council Connections, attendees meet city council members participating in a round table discussion 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](https://phoenixchamber.com)**



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