

Issue: AZ-Healthcare and Economy

Protecting Paid Sick Leave—a Public Health Priority

Millions of American workers face an unbearable choice when they get sick: go to work and possibly infect others or stay home without pay. Often, it is the lowest paid and most vulnerable people that work without a single day of paid sick leave. This includes those who make and serve our food and those who care for our children and elders.¹

A growing body of research shows how beneficial paid sick leave laws are for public health, limiting the spread of disease, lowering healthcare burdens and costs, and promoting overall well-being. When a large part of our society lacks such a simple, yet important, piece of the healthcare puzzle, this has ripple effects on all of us, and illustrates how little some of our policy makers value and understand our economic and societal interconnectedness. Values drive public health policy, often with common good as a paramount goal.² What, then, does it say that the United States is the only developed country without universal paid sick leave laws?³

Now, in the midst of the pandemic, when our leaders insist we stay at home, the ability to do so can become a matter of life and death. Yet even in this time of heightened awareness, paid sick leave laws included in the federal Coronavirus Stimulus Package, some of which are more comprehensive than Arizona's, last only through the end of 2020.^{4, 5}

Arizona Voters Approve Paid Sick Leave. Republican Legislators Try to Block the Initiative Process

Nationally, voters from both parties strongly support paid sick leave. A New York Times-CBS News poll showed that “Ninety-four percent of Democratic voters and nearly 80 percent of Republican voters favor paid sick leave.”⁶ In Arizona, 83 percent of voters support requiring Arizona employers to provide paid family leave.⁵

The COVID-19 crisis has further laid bare the need for paid sick leave. Without it, workers staying home to reduce the disease's spread are placed in financial peril. They are also incentivized to return to work too soon, putting coworkers and their families at risk.

Thanks to the passage of Proposition 206, the *Fair Wages and Healthy Families Act*, Arizona has required businesses to provide paid sick leave to their employees since July 1, 2017. This includes full time, part time, and temporary employees. Employers with fewer than 15 employees are required to provide at least 24 hours of paid sick leave, and employers with 15 or more employees are required to provide at least 40 hours. It is accrued at a rate of at least one hour for every 30 worked.⁷ It does not apply to independent contractors, freelancers, or “gig” economy workers. It also does not apply to drivers or delivery staff.

Arizona's road to paid sick leave following the passage of Proposition 206 has been—and *continues to be*—a tortuous one; a battle between progressive cities and towns trying to provide workers with a living wage and benefits, and the Republican-controlled state government seeking to preempt local authority over such matters. A brief chronology is as follows:

- 2006: By a nearly 2-to-1 margin, voters pass Proposition 202, the “Arizona Minimum Wage Act,” raising the state minimum wage and giving cities and towns the right to enact local wage and benefits ordinances.⁸
- 2013: HB 2280, partisan legislation with the intent of preempting local governments from setting the minimum wage or other benefits above those stipulated by the state, is signed into law.⁹
- 2015: The Maricopa County Superior Court rules that this new law violates Arizona’s Voter Protection Act of 1998, which dictates that the state cannot go against the will of the people by changing or repealing laws created by citizen initiative, except by a 3/4 vote of the legislature.^{10, 11}
- 2015: The Tempe City Council considers requiring businesses to provide paid sick leave to their employees.¹²
- January 2016: Despite the 2015 court ruling, in his “State of the State” speech, Governor Ducey threatens to withhold state funds from any Arizona city or town that attempts to make the minimum wage or employment benefits more generous than state requirements.¹³
- February 2016: With significant funds at risk, the Tempe City Council drops its push for paid sick leave.¹⁴
- Spring 2016: Republican House Bill 2579, preempting local governments from regulating nonwage employee benefits, passes the house and senate along strict party lines. This is another partisan attempt at an end-run against Prop 202. The legislation is enacted in May.¹⁵
- November 2016: Voters approve Proposition 206, the “*Fair Wages and Healthy Families Act*,” raising the minimum wage statewide and mandating paid sick leave.¹⁶
- March 2017: The Arizona Supreme Court unanimously rejects an argument by the Arizona Chamber of Commerce and Industry—with support from the Goldwater Institute—that Proposition 206 is unconstitutional.^{17, 18}
- July 1, 2017: Proposition 206 makes paid sick leave the law in Arizona.¹⁹
- February 2019: The 2016 preemption law (HB 2579) is ruled unconstitutional by the Arizona Court of Appeals for violating the will of voters, as reflected in Proposition 202, regarding the setting of local minimum wages and nonwage benefits.²⁰

Thus far Propositions 202 and 206 have prevailed against multiple assaults. But Republicans are not taking this defeat lying down. At the time of the 2017 court ruling, Governor Ducey responded, “The Supreme Court has spoken. We’re going to follow the law.”²¹ However, having failed to achieve their goal with preemption or through the courts, Republicans are now waging war on the citizen initiative process itself. By legislating new restrictive requirements on these initiatives, they have been making it increasingly difficult for Arizonans to get measures on the ballot. This attack on citizens’ rights is patently anti-democratic.²²

Republicans may also attempt to erode paid sick leave by passing more restrictive preemption measures. They have already chipped away at Proposition 202, the “Arizona Minimum Wage Act,” in this way. A 2019 budget reconciliation law (HB 2756), which passed along party lines, amends the minimum wage regulation by penalizing cities that adopt a minimum wage that is higher than the state level. It requires the state to “assess and collect from a county, city, or town an amount to reimburse the state” for the costs associated with that locality’s increased minimum wage.²³ This has had a chilling effect on local governments wanting to ensure a living wage for their residents, as would a similar measure targeting local sick leave requirements.

[For more information see Local Majority papers: *Attack on Democracy: Republicans Suppress Voting and Silence Citizens* and *Preemption is Hazardous to Your Health.*]

Benefits of Paid Sick Leave

A growing body of research shows the economic and public health benefits of offering paid sick leave, which include:

- Easing pressure on emergency rooms. Those without paid sick leave visit emergency rooms for their own care at twice the rate as others and 2.5 times as often for their children.²⁴ This drives up employers' insurance costs. Conversely, paid sick leave decreases these costs. These preventable visits to emergency rooms by those lacking sick leave benefits are estimated to cost the U.S. \$1.1 billion annually.²⁵
- Improving preventive care. Those with paid sick leave are more likely to use preventive care for themselves and their children, including flu shots, vaccines, and cancer screenings. The result: fewer prolonged illnesses and fewer days off.²⁶
- Improved morale. Paid sick leave benefits lead to more productive workers and are proven to reduce turnover.²⁷ Lower turnover drives down the costs associated with hiring and training.²⁸
- Aggregate economic benefits. In the year after passage of a paid-sick-leave requirement, growth in the number of employers in Seattle exceeded that in surrounding Bellevue, Tacoma, and Everett.²⁹ San Francisco experienced much the same in the sectors most affected by its new paid sick leave laws.³⁰

Answers to Arguments Against Paid Sick Leave

Many businesses worry about paid sick leave driving costs up which could force them to raise prices or cut jobs and work hours. A large random survey of companies in Connecticut—the first state to require paid sick leave—showed that employers experienced minimal to no increase in costs and minor administrative burdens. While there was strong opposition to the laws ahead of enactment, that changed to support from a vast majority of companies after implementation.³¹

Some opponents fear that employees would take advantage of new benefits. Research in San Francisco showed the opposite. Employees were given nine days of paid sick leave; on average they took three.³² A study in New York City had much the same result.³³ Few employers reported abuses after passage of Connecticut's law. Indeed, many commented on improved morale.³⁴

The best arguments to counter objections to paid sick leave are the profitable companies that provide it.³⁵ In-N-Out Burger, where paid sick leave is standard, stands out in the fast-food industry in which many employers insist it is unaffordable. Stop & Shop, Aldi, and Fred Meyer show that even in the traditionally low-margin grocery industry, businesses can thrive while offering paid sick leave.³⁶

Federal Coronavirus Stimulus Package and Its Exclusions

In the midst of the COVID-19 pandemic, the federal government has temporarily instituted national paid sick leave benefits via the Families First Coronavirus Response Act (FFCRA), as further amended and clarified in the Coronavirus Aid, Relief, and Economic Security (CARES) Act.³⁷ A rare bipartisan acknowledgement of the benefits of keeping sick employees from the workplace—where they could spread COVID-19 to co-workers—precipitated the rush to enact the law. Yet, after spirited debate pitting perceived business interests against public health, and over economists' objections, lawmakers carved out sizeable exclusions.³⁸

The bill has, in the words of the *New York Times*' Editorial Board, "a giant hole" that affects many of those most in need. According to the Times, the legislation "doesn't actually guarantee paid sick leave to most American workers."³⁹ The editorial continues, "In fact, the bill guarantees sick leave only to 20 percent of private-sector workers. Big employers like McDonald's and Amazon are not required to provide any paid sick leave, while companies with fewer than 50 employees can seek hardship exemptions from the Trump administration." (*See Appendix B for a summary of the law.*)

Since passage of the stimulus package, the number of those left out has been difficult to measure given the turmoil of business closures and reduced workforces. Here is what we know:

- Companies with fewer than 50 workers may request relief from the family and sick-leave mandate if it threatens their viability. Nationally, roughly 12 million civilians work for small companies.⁴⁰ In Arizona, as of 2014, small businesses employed 44.4% of the private workforce.⁴¹
- Companies with more than 500 employees are excluded under this law. Of the 59 million employees of large companies, roughly 6.5 million had no paid sick leave benefits in 2019. Companies employing professionals more often have paid sick leave, though their plans vary considerably; some may not cover the needs presented by this pandemic. Industries most likely to lack paid sick leave include food services, big box retailers, the grocery industry, and businesses that classify many of their workers as contractors, like ride services.⁴²
- Health care providers and emergency responders can be excluded from the package at the Labor Secretary's discretion.

As noted, Arizona has required paid sick leave for employees since July 1, 2017, including full time, part time, and temporary employees. In some cases, Arizona's law is more generous than the CARES Act since employers with fewer than 15 employees are required to provide at least 24 hours of paid sick leave, and employers with 15 or more employees are required to provide at least 40 hours. It still does not apply to independent contractors, freelancers, or "gig" economy workers, so legislators may need to look to future provisions of the Federal law until states figure out how to handle this new, growing element of the workforce.

Opposition to the CARES Act from Arizona Senator Martha McSally

Arizona Republican Senator Martha McSally voted against a Democratic amendment to the Coronavirus relief package that would have expanded coverage to every worker, not just those working for employers with 50 to 500 workers.⁴³ Moreover, Republican lawmakers from Arizona encouraged the federal government not to provide additional funding to states that are coping with severe budget shortfalls due to the pandemic. Arizona has a projected deficit of more than a billion dollars.⁴⁴ The ultra-conservative American Legislative Exchange Council (ALEC) strongly argued that "bailing out" the states would be "harmful to taxpayers, federalism, and ultimately the states themselves."⁴⁵ McSally has a long history of voting against health care and repeatedly voted for resolutions to repeal the Affordable Care Act.⁴⁶

The ALEC Effect

The strongest opponents of paid sick leave are those who persistently push for limited government regulations regardless of public sentiment or demonstrated business and public-health benefits. ALEC is a powerful lobbying organization that opposes business regulations—many related to workers’ rights—and has steadfastly opposed paid sick leave⁴⁷. It has been led and largely funded by Charles Koch, and before his death, David Koch. Members include businesses and almost a quarter of elected state senators. ALEC writes "model" legislation that legislators then introduce in their states. ALEC pushes its agenda even in the face of overwhelmingly positive voter sentiment for change.⁴⁸

Arizona Republican law makers are deeply involved with ALEC, and rely on them for writing legislation.⁴⁹ Twenty-six Republican members of the Arizona House of Representatives and 12 Republican members of the Senate are either members of ALEC or attended their 2018 or 2019 Annual Meeting.⁵⁰ Part of the reason for this reliance may be that Arizona legislators are paid relatively poorly compared to others in their profession, pressuring them to depend on lobbyists for research and other information. As an example, in 2017, a lawmaker in Arizona made \$24,000 a year. By contrast, a lawmaker in neighboring California made \$100,113.⁵¹ Not surprisingly, ALEC and its member corporations foot the bill for many lawmakers to attend their conferences and meetings and provide opportunities for campaign fundraising. This cannot help but create an implicit conflict of interest for elected officials.⁵²

The connections between ALEC and Arizona lawmakers run very deep. The *Capitol Times* on August 23, 2019, reported a tweet by Chris Herstam, a political consultant, “I never thought I’d see a sitting AZ Supreme Court Justice standing w/his GOP legislator wife & the gov. who appointed him at an ALEC annual meeting. ALEC & the wife write the laws, Ducey signs them into law & Bolick rules on them. Something is very wrong with this picture.”⁵³

Additionally, there are industry-specific groups that oppose worker benefits, including the National Restaurants Association, the National Retail Federation, and the Retail Industry Leaders Association. Many of the largest companies in these industries also make significant lobbying contributions.^{54, 55}

Examples of How Large Companies Do or Don’t Protect Employees

Some large companies already offer varying levels of paid sick leave; some do not. The health risks of COVID-19 prompted some to offer or to improve paid leave benefits. Even so, many do not match the mandates of the stimulus package: two weeks at full pay and an additional ten weeks at partial pay.

Before the pandemic, Darden (owner of the Olive Garden), the largest full-service food company, offered no paid sick leave and spent millions lobbying against such benefits. It led efforts in 15 states to fight paid sick leave.⁵⁶ After the pandemic, it added paid sick leave for 180,000 hourly workers.⁵⁷

McDonalds recently expanded their paid sick leave to 14 days for those quarantined. But these benefits only cover corporate-owned stores and leave franchises—90% of stores—to decide their own policies.⁵⁸ This bifurcation figured in a five-year dispute with employees who had filed a class action suit about another issue. The National Labor Relations Board, under Trump’s administration, decided the corporation was not jointly responsible for franchises.

Walmart, America’s largest employer, raised hourly wages and benefits in 2018 which led to a five-year low in turnover. In 2019 they improved paid sick leave benefits and added attendance bonuses.⁵⁹ In reaction to the pandemic, they have raised the number of paid sick days matching those of the Stimulus Package. But still 27% of their workers feel they have no access to paid time off.⁶⁰



As demonstrated by their support of the 2016 *Fair Wages and Healthy Families Act*, a majority of Arizona voters support requiring employers to provide paid sick leave for their employees. Despite efforts to limit similar bills by restricting the initiative process, Arizonans have shown at the ballot box that they do not want sick employees to choose between going to work sick and losing their livelihoods. It is up to the Democrats to lead the effort and win the war that Republicans are now waging on the citizen initiative process and protect workers' rights. It is an attack not only on democratic principles, but also on citizen rights that can have deadly consequences.

Appendix A–Summary of Arizona Paid Sick Leave (Fair Wages and Healthy Families Act)^{65, 66} (Superseded by Federal Families First Coronavirus Response Act, Appendix B)

Companies must award their employees paid sick leave.

For employers with fifteen or more employees:

- Employees entitled to earn and accrue a minimum of one hour of paid sick leave for every 30 hours worked
- Employees may only accrue or use more than 40 hours of paid sick leave per year unless the employer allows higher accrual and use limits.

For employers with fewer than fifteen employees:

- Employees entitled to earn and accrue a minimum of one hour of paid sick leave for every 30 hours worked.
- Employees may only accrue or use more than 24 hours of paid sick leave per year unless the employer allows higher accrual and use limits.

Appendix B–Summary of Federal Families First Coronavirus Response Act (in effect through December 31, 2020)⁶⁷

All employers must provide paid sick leave as follows:

- Employees receive up to two weeks full pay if they are experiencing Covid-19 symptoms or are officially quarantined. Pay is calculated at the higher of their regular pay rate or minimum wage up to \$511 per day.
- Employees receive up to two weeks at two-thirds of full pay if they are caring for someone officially quarantined or caring for a child whose school is closed. Pay is calculated at two-thirds of the higher of their regular pay rate or minimum wage up to \$200 per day.
- Employees may receive an extension of 10 weeks for family and medical leave at two-thirds pay if they are caring for a child under 18 years of age whose school or child-care provider is closed due to Covid-19.
- Part-time employees are covered based on their average number of weekly hours worked.

Exclusions from the law:

- Large companies with more than 500 employees.
- Small companies with fewer than 50 employees that file for an exemption due to business viability concerns.
- State and federal employees (covered under respective laws).
- Seasonal workers.
- Independent contractors receiving 1099s.

Eligibility requirements include:

- Employees must have worked more than 30 days at a company.

-
- ¹ <https://www.nationalpartnership.org/our-work/resources/economic-justice/paid-sick-days/paid-sick-days-improve-our-public-health.pdf>
- ² <https://health.iresearchnet.com/public-health/public-health-philosophy/>
- ³ <https://www.npr.org/sections/itsallpolitics/2015/07/15/422957640/lots-of-other-countries-mandate-paid-leave-why-not-the-us>
- ⁴ <https://www.inflectionhr.com/blog/arizona-sick-leave-the-complete-guide-to-management-compliance-and-policies>
- ⁵ <https://www.natlawreview.com/article/covid-19-and-arizona-paid-sick-leave-law-us>
- ⁶ <https://www.csmonitor.com/Business/2018/0925/Cities-battle-their-states-over-paid-sick-leave-policy>
- ⁵ <https://stateinnovation.org/press/for-third-year-in-a-row-arizonans-reject-trickle-down-policies-in-favor-of-investment-in-education-and-health-care-poll-highlights-voters-support-for-progressive-policy-solutions/>
- ⁷ <https://www.azica.gov/frequently-asked-questions-about-wage-and-earned-paid-sick-time-laws>
- ⁸ [https://ballotpedia.org/Arizona_Minimum_Wage,_Proposition_202_\(2006\)](https://ballotpedia.org/Arizona_Minimum_Wage,_Proposition_202_(2006))
- ⁹ <https://legiscan.com/AZ/bill/HB2280/2013>
- ¹⁰ [https://ballotpedia.org/Arizona_Minimum_Wage,_Proposition_202_\(2006\)](https://ballotpedia.org/Arizona_Minimum_Wage,_Proposition_202_(2006))
- ¹¹ [https://ballotpedia.org/Arizona_Voter_Protection,_Proposition_105_\(1998\)](https://ballotpedia.org/Arizona_Voter_Protection,_Proposition_105_(1998))
- ¹² <https://www.azcentral.com/story/news/local/tempe/2015/09/16/tempe-paid-sick-days-private-companies/72314032/>
- ¹³ <https://www.azcentral.com/story/news/arizona/politics/2016/01/11/doug-ducey-vows-tax-cuts-more-help-vulnerable-state-of-state/78633146/>
- ¹⁴ <https://www.azcentral.com/story/news/local/tempe/2016/02/27/state-threat-prompts-tempe-council-drop-sick-leave-proposal/80712240/>
- ¹⁵ <https://legiscan.com/AZ/bill/HB2579/2016>
- ¹⁶ <https://www.azica.gov/labor-frequently-asked-questions-english>
- ¹⁷ <https://azcapitoltimes.com/news/2017/03/14/supreme-court-upholds-minimum-wage-law/>
- ¹⁸ [https://ballotpedia.org/Arizona_Minimum_Wage_and_Paid_Time_Off,_Proposition_206_\(2016\)](https://ballotpedia.org/Arizona_Minimum_Wage_and_Paid_Time_Off,_Proposition_206_(2016))
- ¹⁹ <http://www.arizonapaidssickleave.com/>
- ²⁰ <https://www.natlawreview.com/article/arizona-court-appeals-strikes-down-law-restricting-local-governments-requiring>
- ²¹ <https://azcapitoltimes.com/news/2017/03/14/supreme-court-upholds-minimum-wage-law/>
- ²² https://www.localmajority.org/wp-content/uploads/2020/06/AZ.Voter_Suppression.060152020.KP_-1.pdf
- ²³ <https://legiscan.com/AZ/bill/HB2756/2019>
- ²⁴ <https://www.nationalpartnership.org/our-work/resources/economic-justice/paid-sick-days/paid-sick-days-attitudes-and-experiences.pdf>
- ²⁵ <https://iwpr.org/wp-content/uploads/wpallimport/files/iwpr-export/publications/B301-PSD&ED.pdf>
- ²⁶ <https://www.ncbi.nlm.nih.gov/pubmed/28189802>
- ²⁷ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3825168/>
- ²⁸ <https://www.adeccousa.com/employers/resources/cost-of-turnover-calculator/>
- ²⁹ <https://www.seattle.gov/Documents/Departments/CityAuditor/auditreports/PSSTOUWReportwAppendices.pdf>
- ³⁰ <https://iwpr.org/media/press-releases/iwpr-research-finds-job-growth-in-san-francisco-after-paid-sick-days-law-enacted/>
- ³¹ <https://cepr.net/documents/good-for-buisness-2014-02-21.pdf>
- ³² https://iwpr.org/wp-content/uploads/wpallimport/files/iwpr-export/publications/A138_edited.pdf
- ³³ https://www.huffpost.com/entry/who-really-takes-paid-sic_b_11892588?section=us_business&gucounter=1
- ³⁴ <https://cepr.net/documents/good-for-buisness-2014-02-21.pdf>
- ³⁵ <https://www.nytimes.com/2020/03/14/opinion/sunday/coronavirus-paid-sick-leave.html>
- ³⁶ <https://shift.berkeley.edu/paid-sick-leave-brief/>
- ³⁷ <https://home.treasury.gov/policy-issues/cares>

-
- ³⁸ <https://www.nytimes.com/2020/03/14/opinion/coronavirus-pelosi-sick-leave.html>
- ³⁹ <https://www.nytimes.com/2020/03/14/opinion/coronavirus-pelosi-sick-leave.html>
- ⁴⁰ <https://time.com/5803671/paid-leave-imminent-coronavirus/>
- ⁴¹ https://www.sba.gov/sites/default/files/advocacy/Arizona_1.pdf
- ⁴² <https://time.com/5803671/paid-leave-imminent-coronavirus/>
- ⁴³ <https://blogforarizona.net/senator-martha-mcsally-votes-against-paid-sick-leave-for-all/>
- ⁴⁴ <https://www.azmirror.com/blog/gop-lawmakers-alec-urge-feds-not-to-bail-out-states/>
- ⁴⁵ <https://www.azmirror.com/blog/gop-lawmakers-alec-urge-feds-not-to-bail-out-states/>
- ⁴⁶ <https://www.healthreformvotes.org/congress/roll-call-votes/h58-115.2017>
- ⁴⁷ <https://slate.com/business/2016/09/how-alec-acce-and-pre-emptions-laws-are-gutting-the-powers-of-american-cities.html>
- ⁴⁸ <https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2018/09/24/as-more-cities-push-for-paid-sick-leave-states-push-back>
- ⁴⁹ <https://azcapitoltimes.com/news/2016/05/26/model-government-arizona-lawmakers-outsource-legislative-ideas/>
- ⁵⁰ https://www.sourcewatch.org/index.php/Arizona_ALEC_Politicians
- ⁵¹ <https://www.npr.org/2017/01/09/508237086/low-pay-in-state-legislatures-means-some-cant-afford-the-job>
- ⁵² <https://www.azcentral.com/story/news/politics/legislature/2017/07/23/american-legislative-exchange-council-arizona-legislature-corporate-donors/497108001/>
- ⁵³ <https://azcapitoltimes.com/news/2019/08/23/justice-bolick-says-attendance-at-political-dinner-wasnt-improper/>
- ⁵⁴ <https://www.retaildive.com/news/which-retailers-spend-the-most-on-lobbying/527085/>
- ⁵⁵ https://www.salon.com/2013/08/28/the_other_nra_how_the_national_restaurant_association_ensures_poverty_wages_partner/
- ⁵⁶ https://www.huffpost.com/entry/the-politics-on-your-plate_b_9623946
- ⁵⁷ <https://www.cNBC.com/2020/03/10/darden-restaurants-is-offering-paid-sick-leave-to-all-employees-amid-coronavirus-outbreak.html>
- ⁵⁸ <https://www.eater.com/2020/3/16/21181862/are-mcdonalds-starbucks-and-other-chains-offering-paid-sick-leave-for-coronavirus>
- ⁵⁹ <https://www.abcl5.com/news/national/walmart-is-changing-its-sick-leave-policy-and-will-pay-bonuses-for-good-attendance>
- ⁶⁰ <https://shift.berkeley.edu/paid-sick-leave-brief/>
- ⁶¹ <https://shift.berkeley.edu/paid-sick-leave-brief/>
- ⁶² <https://www.nytimes.com/2020/03/14/opinion/sunday/coronavirus-paid-sick-leave.html>
- ⁶³ <https://www.abcl0.com/article/news/health/coronavirus/who-are-considered-essential-workers/103-19c58ce2-cdae-442d-af64-294ce8c79626>
- ⁶⁴ <https://www.pewsocialtrends.org/2017/03/23/americans-widely-support-paid-family-and-medical-leave-but-differ-over-specific-policies/>
- ⁶⁵ <https://www.azica.gov/frequently-asked-questions-about-wage-and-earned-paid-sick-time-laws>
- ⁶⁶ <https://www.laborposters.org/arizona/818-earned-paid-sick-time-poster.htm>
- ⁶⁷ <https://www.dol.gov/agencies/whd/pandemic/ffcra-employee-paid-leave>