

January 2017



# Arizona Legislative Academy

for new members of the 53rd Arizona Legislature

Education and training on procedure, organization and key issues

**ASU** college of public service  
& community solutions

ARIZONA STATE UNIVERSITY

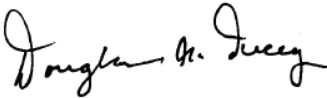
**Dear new members of the 53rd Legislature:**

Welcome to the Arizona Legislature! Elective office is an honor that rarely comes easy, and I congratulate and sincerely welcome each one of you.

You've arrived at a time when Arizona is on the rise. We're investing in education, embracing innovation, strengthening our communities, and making government work for Arizona citizens. I look forward to working together to continue this progress towards making Arizona the best state in the country in which to live, work, do business and get an education.

Thank you for your commitment to serving the people of Arizona. I wish you and your families all the best.

Sincerely,



**Douglas A. Ducey**

Governor  
State of Arizona



**On behalf of Arizona State University,**

I welcome you to the inaugural class of the Arizona Legislative Academy.

We are pleased to offer this innovative forum and workshop to help the freshman class of the 53rd Legislature enter elected office as better-informed public servants. In the days, weeks and months ahead, you will be faced with many challenges. It is our job via the Academy to help prepare you so that on Day 1 you will be able to confidently and strategically tackle such tasks from an educated starting point.

As you likely know, ASU, UA and NAU take collective pride in our dedicated role as a valued and practical resource offering community and regional solutions to local, national and international challenges. We look forward to working with you and supporting you as you dedicate your time and resources to advancing our state. Please know that you are welcome to call on us at any time if we can be helpful with anything as you move through the legislative process.

Thank you for your participation in this inaugural class of the Arizona Legislative Academy and we wish you well in your public service.

**Jonathan Koppell**

Dean of the College of Public Service & Community Solutions  
Arizona State University



**Greetings. Welcome to the inaugural Arizona Legislative Academy.**

Congratulations on your recent election to serve in the 53rd Arizona Legislature. As you know, it's a great honor that comes with great responsibility. The people of Arizona have entrusted you to represent them, and in turn you will repay that trust by doing everything you can in your power to ensure our state continues to thrive today, tomorrow and generations to come.

That's what the Arizona Legislative Academy is all about: to help you succeed in public service by helping you better understand your role as a legislator, as well as provide a greater grasp of the myriad of public-policy issues, challenges and opportunities you'll soon face.

As a former Speaker of the House and former Representative of Legislative District 1, (as well as current elected member of the Arizona Corporation Commission), I can attest to the importance of having reliable and credible information about public-policy issues when casting a vote or a course of action.

It wasn't that long ago when I was sitting in your chair – coming into the state Legislature in 2006 as an enthusiastic freshman, excited about getting to work although somewhat anxious over what exactly that means in terms of role, responsibility, expectation, process and the overall dynamics of state government. I only wish there was an Arizona Legislative Academy at that time.

This new program is built with you in mind. It's a pragmatic and informative "get to the point" forum intended for practical application. The Academy is facilitated with Legislative Leadership and Arizona State University College of Public Service and Community Solutions and Morrison Institute for Public Policy, along with the University of Arizona and Northern Arizona University. As you can tell by the agenda and list of speakers, we have assembled a wealth of experience and expertise on key matters you'll need to know to help you hit the ground running immediately after being sworn into office.

We are excited about the program and we are thankful for your participation. We believe you will find the Academy a worthy use of your valuable time. This being the inaugural program, we welcome your input for improvement or enhancement for future programs.

So again, my congratulations – and welcome to the first class of the Arizona Legislature Academy.

**Andy Tobin**

Director

Arizona Legislative Academy

**SENATE**



**Sean Bowie**  
District 28  
Democrat

**HOUSE**



**Wenona Benally**  
District 7  
Democrat



**Mitzi Epstein**  
District 18  
Democrat



**Kevin Payne**  
District 21  
Republican



**Isela Blanc**  
District 26  
Democrat



**Travis Grantham**  
District 12  
Republican



**Pamela Powers Hannley**  
District 9  
Democrat



**Kelli Butler**  
District 28  
Democrat



**Daniel Hernandez**  
District 2  
Democrat



**Jesus Rubalcava**  
District 4  
Democrat



**Cesar Chavez**  
District 29  
Democrat



**Drew John**  
District 14  
Republican



**Athena Salman**  
District 26  
Democrat



**Todd Clodfelter**  
District 10  
Republican



**Ray Martinez**  
District 30  
Democrat



**David Stringer**  
District 1  
Republican



**David Cook**  
District 8  
Republican



**Paul Mosley**  
District 5  
Republican



**Maria Syms**  
District 28  
Republican



**Eric Descheenie**  
District 7  
Democrat



**Tony Navarrete**  
District 30  
Democrat



**Michelle Udall**  
District 25  
Republican



**Kirsten Engel**  
District 10  
Democrat



**Becky Nutt**  
District 14  
Republican



**WEDNESDAY, JANUARY 4, 2017**

**8:15 AM Continental Breakfast**

**8:45 AM Welcome**

Rep. J.D. Mesnard, Speaker of the Arizona House of Representatives  
 Senator Steve Yarbrough, Senate President  
 Jonathan Koppell, Dean, College of Public Service & Community Solutions at Arizona State University

***I. Arizona Economy & Budget***

**9:00 AM Evolution of the Current Arizona Economy**

Dennis Hoffman, Research Director of the Center for Competitiveness and Prosperity Research, The Seidman Research Institute at Arizona State University

BREAK 10:20

**10:00 AM Changing Demographics**

Dan Hunting, Senior Policy Analyst, Morrison Institute for Public Policy at Arizona State University

**10:30 AM High-Level Budget Overview – Revenue: Sources, History, Growth**

Dennis Hoffman, Research Director of the Center for Competitiveness and Prosperity Research, The Seidman Research Institute at Arizona State University

**11:00 AM High-Level Budget Overview – Expenditures: Big 7, Protected Spending, Major Propositions, Expenditures Being Mainly Case-Load Driven**

Dan Hunting, Senior Policy Analyst, Morrison Institute for Public Policy at Arizona State University

**11:30 AM Economic Development Policy**

Sandra Watson, President & CEO, Arizona Commerce Authority

**Noon Lunch**

Ken Strobeck, Executive Director, Arizona League of Cities and Towns

***II. Legal Environment***

**1:30 PM Arizona Constitution**

David Berman, Senior Research Fellow, Morrison Institute for Public Policy at Arizona State University

**2:00 PM Executive/Legislative/Judicial Powers**

Justice Robert M. Brutinel, Arizona Supreme Court Justice  
 Justice John Pelander, Arizona Supreme Court Justice

**2:30 PM Notable Court Rulings**

Justice Robert M. Brutinel, Arizona Supreme Court Justice  
 Justice John Pelander, Arizona Supreme Court Justice

BREAK 3:30

**3:00 PM Voter Initiatives**

Thom Reilly, Professor in the School of Public Affairs and Director of Morrison Institute for Public Policy at Arizona State University

***III. Federal & State Land Issues***

**3:45 PM State Land Trust**

Grady Gammage Jr., Senior Research Fellow, Morrison Institute for Public Policy at Arizona State University

**4:15 PM Federal Lands**

Dave White, Professor in the School of Community Resources and Development and Director for the Decision Center for a Desert City, Arizona State University  
 Dale Larson, Professor of Practice in the School of Community Resources and Development and Director of Community Relations in the College of Public Service & Community Solutions, Arizona State University

**4:45 PM Agriculture/Cattle**

Shane Burgess, Dean of the College of Agriculture and Life Sciences and Vice President for Agriculture, Life and Veterinary Sciences, and Cooperative Extension, University of Arizona

**THURSDAY, JANUARY 5, 2017**

**8:15 AM Continental Breakfast**

**IV. Human Capital**

**9:00 AM Human Services (Department of Economic Security)**

**Leslie Cohen**, Director, Sonoran University Center for Excellence in Developmental Disabilities (Sonoran UCEDD) at the University of Arizona College of Medicine – Tucson Department of Family and Community Medicine.

**9:30 AM Child Welfare (Department of Child Safety)**

**Thom Reilly**, Professor in the School of Public Affairs and Director of Morrison Institute for Public Policy at Arizona State University

**Janet Garcia**, Senior Director, Arizona Office at Casey Family Programs

BREAK 10:30

**10:00 AM Health Care (Department of Health Services/Arizona Health Care Cost Containment System)**

**Will Humble**, Director, Center for Population Science and Discovery at the University of Arizona and former Director of the Arizona Department of Human Services

**10:45 AM Native American Relations**

**Jacob Moore**, Assistant Vice-President of Tribal Relations and Special Advisor to the President, Arizona State University

**11:15 AM Education**

**Dan Hunting**, Senior Policy Analyst, Morrison Institute for Public Policy at Arizona State University

**Noon Lunch**

**James Jayne**, Navajo County Manager – County Supervisor

**V. Arizona Natural Resources**

**Arizona Forests**

**1:30 PM Wally Covington**, Regents Professor of Forestry and Director of the Ecological Restoration Institute, Northern Arizona University

**Tourism**

**2:00 PM Kathleen Andereck**, Director and Professor in the School of Community Resources and Development and Director of the Center for Sustainable Tourism, Arizona State University

**Christine Vogt**, Professor in the School of Community Resources and Development and Director of the Center for Sustainable Tourism, Arizona State University

**Energy**

**2:30 PM Marc Spitzer**, Partner at Steptoe & Johnson LLP and former Federal Energy Regulatory Commission (FERC) Commissioner

BREAK 3:15

**Water**

**3:30 PM Sarah Porter**, Director, Kyl Center for Water Policy at the Morrison Institute for Public Policy at Arizona State University

**Closing**

**4:30 PM Andy Tobin**, Director, Arizona Legislative Academy, Arizona State University

**THURSDAY, JANUARY 12, 2017**

**VI. Administrative Branch**

**1:00 PM** Arizona Attorney General **Mark Brnovich**

**1:45 PM** Arizona Secretary of State **Michele Reagan**

**2:30 PM** Arizona State Treasurer **Jeff DeWit**

**3:00 PM** Arizona State Superintendent of Education **Diane Douglas**

### Senator Steve Yarbrough, Senate President



Steve Yarbrough will serve as Senate President for Arizona's 53rd Legislature. He previously served as Senate Majority Leader and has served at the Legislature since 2003 including as Speaker Pro Tempore in the House in 2009-2010. A Republican, he represents District 17 and lives in Chandler. He graduated from Phoenix Union High School in 1965, earned his B.S. in Business Administration (finance) from ASU in 1968 with high distinction, and graduated magna cum laude with his Juris Doctor from the ASU College of Law in 1971. During 1970-71 he was a Rockefeller Foundation Graduate Fellow in University Administration. From 1971-1975 he served as a director in the ASU Office of Student Affairs. Since 1975 he has practiced law in Tempe and Chandler. Since 1998 he has been the Executive Director of the Arizona Christian School Tuition Organization, a 501 (c)(3) charitable organization for school choice.

### Representative J.D. Mesnard, House Speaker



J.D. Mesnard will serve as House Speaker in the Arizona's 53rd Legislature. He is a State Representative from Legislative District 17 (Chandler, Gilbert and Sun Lakes). He has served on the Ways & Means, Elections and Judiciary Committees and as Chair of the Commerce Committee. He was also the Speaker Pro Tempore of the House. He spent eight years working at the Arizona Senate where he served as a policy advisor on issues ranging from education, transportation and retirement, to family services and government administration. His role as Senate Coordinator for the "Legislators Back to School Program" connected legislators with classrooms to give kids of all ages a chance to talk about their ideas with the state legislators who represent them. The program is designed to motivate students to engage in politics, and help build personal links between schools and legislators while providing legislators an opportunity to observe what is going on in classrooms. His work ethic and passion for civic engagement were instrumental in helping to move Arizona to No. 1 on the national charts, in terms of legislative participation in the program.

### Representative John Allen, House Majority Leader



Veteran Arizona lawmaker John Allen, R-Dist 15, was elected Majority Leader of the Arizona House of Representatives for the 53rd Legislature. A native of Long Island, New York, Allen has resided in Arizona for 34 years. The new House Majority Leader-elect graduated from Arizona State University with a Bachelor of Science in Business. He is a small business owner whose work has included buying and selling collector cars. He and his wife, Tina, have three children and reside in Scottsdale.

### Rebecca Rios, House Minority Leader



Rebecca Rios currently works as the Senior Government Affairs Advisor for Florence Copper, and serves as President of the Florence Copper Community Foundation. A fourth-generation Arizona native, Rebecca earned her Bachelor and Master Degrees from Arizona State University, School of Social Work. She has 25 years of extensive work in the Behavioral Health and Non-profit fields in Arizona and represented a rural Pinal County District in the Arizona House of Representatives, as well as the Arizona State Senate. She held the leadership positions of Senate Democratic Whip and Senate Assistant Democratic Leader. She currently serves as the House Democratic Leader and sits on the Rules Committee. She is the daughter of Pete Rios, former Arizona State Senate President. Rebecca and Pete Rios are the only father/daughter team to serve together in the Arizona State Legislature.

### T.J. Shope, House Speaker Pro-Tempore



Thomas T.J. Shope was re-elected last November to serve in the Arizona House of Representatives for District 8, which encompasses the cities and towns of Coolidge, Florence, Casa Grande, Eloy, Mammoth, Hayden, Winkleman, Kearny, Globe, and Miami. He also represents the vast unincorporated community of San Tan Valley as well as the Gila River Indian Community. He will serve as Speaker Pro Tempore of the House for Arizona's 53rd Legislature. Shope began his political career in 2008 when he was elected to the Coolidge Unified School District Governing Board, and voted to be the board's Vice President upon taking office. In 2013, he was elected President of the Governing Board. After serving one full term on the school board, Shope announced his candidacy in 2012 for the state House from the newly drawn 8th Legislative District and became the youngest Republican member of the House. He won the "Freshman of the Year" award from the Arizona Mining Association, was recognized as one of the "Tech Ten" legislators by the Arizona Technology Council.



### Kimberly Yee, Senate Majority Leader



Arizona State Senator Kimberly Yee is the incoming Senate Majority Leader. She represents Arizona's 20th Legislative District, and is the first Asian American woman elected to serve in the Arizona Legislature in our state's history. Kimberly serves as Chair of the Senate Ethics Committee, Vice-Chair of the Rules Committee and also serves on the Education and Health & Human Services Committees. Born and raised in Arizona, she earned a Bachelor's Degree in English and a Bachelor's Degree in Political Science at Pepperdine University. She holds a Master's Degree in Public Administration from Arizona State University and was the recipient of the honored Scholar-Citizen Award. In 2004, Kimberly was appointed as Deputy Cabinet Secretary and was a member of California Governor Schwarzenegger's Cabinet. In Arizona, Kimberly served as senior staff of the Senate Committee on Education for the Arizona Legislature from 1998 to 2003 and gained first-hand experience in the legislative process where she drafted Arizona statutes, improving the state's public education system, including charter schools, colleges and universities. At the federal level, Kimberly worked for the United States Department of Justice in the Fraud Section, Criminal Division in Washington, D.C.

### Katie Hobbs, Senate Minority Leader



Senate Minority Leader Katie Hobbs is a Phoenix Democrat who represents District 24. The Arizona native graduated from Seton Catholic in 1988 and earned her Bachelor of Social Work from Northern Arizona University and her Master of Social Work from Arizona State University in 1995. She is faculty of social work at ASU and Paradise Valley Community College. She has been a professional social worker since 1992, including as Director of Government Relations at the Sojourner Center, the largest domestic violence shelter in the United States. She has served as a Commissioner on the Phoenix Women's Commission, the Phoenix Human Services Commission, and was the chair of the Maricopa County Merit System Commission.

### Arizona Secretary of State Michele Reagan



Michele Reagan is Arizona's 20th Secretary of State and one of the youngest Secretaries in the country. After being a successful small business owner she turned to public service. Reagan spent 12 years in the Arizona state legislature where she was the youngest female chairwoman of the House commerce committee and the first chairwoman of the Senate Elections committee. Her extensive background in commerce and elections, and the push from the last four Secretaries of State, led Reagan to become Arizona's Secretary of State. She serves on the Executive Board of the National Lieutenant Governor's Association and is a member of the National Association of Secretaries of State. Her distinguished career has earned her numerous awards and accolades including Small Business Guardian from the National Federation of Independent Business, the Eye of the Eagle Award from the Arizona Small Business Association and one of the 50 most Influential Women in Arizona by AZBusiness Magazine in 2013. She serves on the Advisory Boards of Childheld and Worldly Kids. She is a graduate of Illinois State University.

### Arizona Attorney General Mark Brnovich



Mark Brnovich was inaugurated as Arizona's Attorney General in 2015. He previously served as Director of the Arizona Department of Gaming, as an Assistant U.S. Attorney for the District of Arizona, and as the state's Assistant Attorney General. He has also been a Judge Pro Tem of Maricopa County Superior Court, Deputy Maricopa County Attorney, Command Staff Judge Advocate in the U.S. Army National Guard, and Director of the Center for Constitutional Government at the Goldwater Institute. Brnovich is known for restoring public confidence in the office of "Arizona's Top Cop" and for assembling some of the nation's most talented public servants for his administration. Most recently, he argued at the United States Supreme Court regarding voter redistricting, was featured on the CBS news show 60 Minutes in defense of capital punishment, and appeared on Times Square billboards to combat human sex trafficking.

### Arizona State Treasurer Jeff DeWit



Jeff DeWit took office January 5, 2015 as Arizona's 33rd State Treasurer. As Arizona's Chief Banker and Investment Officer, he oversees more than \$13 billion in state assets and serves as an investment manager for local governments. He also serves as the Chairman of Arizona's State Board of Investment, and State Loan Commission. Treasurer DeWit started his career in finance in 1992 at one of the largest brokerage firms in the country, moving up quickly to become one of Smith Barney's youngest fully licensed Investment Professionals. In the mid-90s, he became a Market Maker in financial futures contracts as one of the youngest Full Members of the CME as well as a Full Member of the Chicago Board of Trade. In 1999, he started a company called ECHOtrade. During his 14 years as CEO of their Phoenix headquarters, the company grew to over 500 licensed professional traders worldwide. He developed/pioneered one of the first software platforms that enabled market makers to trade off the exchange floor reducing costs and creating efficiency, while producing some of the best real-time financial risk management software and algorithms. DeWit has a degree from USC in Business Administration with a minor in Finance, and also has an accounting degree.

## Arizona State Superintendent of Public Instruction Diane Douglas



Arizona State Superintendent of Public Instruction Diane Douglas has been actively involved in Arizona's education landscape for over 20 years. She served two terms on the Peoria Unified School District Governing Board, including two years as President of the Board. During her tenure she worked to support the district's parents and teachers in delivering an excellent education to all of its students. She has also served on the Site Councils for two Peoria Unified schools and on the Board of Education for church education programs. As the leader of the Arizona Department of Education, Douglas is devoted to improving education in Arizona so that all students have the opportunity to reach their goals in life and contribute as successful citizens. She works directly with the state education community to accomplish this goal by collaborating with teachers, parents, students, and administrators. Prior to her advocacy and leadership in education issues, Douglas graduated from Rutgers University and had a distinguished career as a financial expert for a variety of private sector firms.

## Andy Tobin



Prior to Andy Tobin's appointment and later election to the Arizona Corporation Commission, he served as director of the Arizona Department of Insurance, providing oversight of all insurance companies, agents, brokers, licensing, and consumer protections. In addition, he was appointed acting director of the Arizona Department of Financial Institutions. He had served as director of the Arizona Department of Weights and Measures, helping consolidate the agency, reducing costs and improving consumer services and protections. A long-time member of the Arizona House of Representatives, he was Speaker of the House from 2011 to 2014. He also served as the House Majority Leader and Majority Whip. He was instrumental in passing landmark economic development tax reform, reinventing Arizona's Commerce Authority, and establishing the Department of Child Safety. Tobin was also CEO of a local aerospace company, employing 200 people, from 2000 to 2003. Tobin was elected the National President of the United States Junior Chamber of Commerce (Jaycees) from 1988 – 1989. In that capacity, Tobin served as ex-officio board member of the Muscular Dystrophy Association, St. Jude's Children's Research Hospital, and the Hugh O'Brian Foundation.

## Justice Robert M. Brutinel



Hon. Robert M. Brutinel was appointed to the Arizona Supreme Court in November 2010. Prior to his appointment, he served as the Presiding Judge of the Superior Court in Yavapai County. Justice Brutinel has served on the Arizona Supreme Court Committee on Juvenile Courts, the Arizona Commission on Judicial Conduct, the Arizona Supreme Court Commission on Technology, Arizona Judicial Council, the Arizona Character Education Commission, and the Governor's Children's Cabinet. A past president of the Arizona Judges Association and the Yavapai County Bar Association, he was Co-Chair of the Methamphetamine Task Force in Yavapai County. He served as an Advisory Board Member for the Arizona Department of Juvenile Corrections, and is currently a member of the Arizona Juvenile Justice Commission. He Chairs the Court Improvement Advisory Workgroup and the Committee on the Impact of Wireless Mobile Technologies and Social Media on Court Proceedings and the Arizona Case Processing Goals Steering Committee. He is the acting Chair of the Maricopa County Commission on Trial Court Appointments. An Arizona State University graduate with a Bachelors Degree in Economics, he received his law degree from the University of Arizona, College of Law in 1982.

## Justice John Pelander



Hon. John Pelander was appointed to the Arizona Supreme Court in July 2009 after 14 years with Division Two of the Court of Appeals, where he served as that court's chief judge from July 2004 through June 2009. In July 2014, he became Vice Chief Justice of the Supreme Court. He received his bachelor of arts degree from Wittenberg University (1973, cum laude), a J.D. degree from the University of Arizona (1976, with high distinction and Order of the Coif), and his Master of Laws in Judicial Process from the University of Virginia in 1998. He is a former shareholder with Slutes, Sakrison, Grant & Pelander, P.C., where he practiced from 1977 to 1995. He served as Executive Editor of the Arizona Law Review and as a law clerk to the Hon. Richard H. Chambers of the Ninth Circuit Court of Appeals from 1976-77. An associate with the American Board of Trial Advocates, he has taught at numerous state and county bar association programs, and has served as a faculty member of the Arizona College of Trial Advocacy. He also served on the Arizona Commission for Judicial Performance Review, the Arizona Judicial Council, as chair of Arizona's Judicial Ethics Advisory Committee, and as an officer of the national Council of Chief Judges of the State Courts of Appeal.

## Leah Landrum-Taylor



Former State Senator Leah Landrum-Taylor is Deputy Assistant Director for the Division of Child Support Services at the Arizona Department of Economic Security. She previously served as the Special Projects Director for the Arizona Department of Education. A Democrat, she served for 16 years as an elected official for the Arizona State Senate and House of Representatives in District 27 and termed out in January 2015. During her time at the Legislature she served on numerous committees including Education and Commerce, Energy and Military Committees, CPS Oversight and the Governor's CARE Team. In addition, she served as the Senate Minority Leader and was a member of various committees including Economic Development, Public Safety and Human Services; Veterans and Military Affairs; Senate Ethics Committee; Governor's Child Protective Services Task Force; House Ways and Means and Environment Committees; Adoption and Foster Care; Homelessness and the Governor's Brown Cloud Summit and Federal Mandates. She currently serves as a member of the Childhelp Arizona State Advisory Board of Directors.

### Dennis Hoffman



Dennis L. Hoffman is the Director of Arizona State University's Office of the University Economist where he is responsible for projects that examine how ASU contributes to regional prosperity. He is a Professor of Economics, Dean's Council Distinguished Scholar, Director of the L. Wm Seidman Research Institute, and faculty director of the Center for Competitiveness and Prosperity Research in the W. P. Carey School of Business. He joined the faculty at ASU in 1979 and has served as Associate Dean for Graduate Programs, 1998-2004, Associate Dean for Research; 2004-2008, and is Director of the Seidman Research Institute, 2004-present. He has served as a Trustee of the Arizona State Retirement Board since his appointment by Governor Brewer in 2010. Hoffman developed and maintains the ASU General Fund revenue forecasting model that has been used as the primary guide for budget development by the Governor's Office for each year since 1983 – serving seven different Governors over the period. He is widely quoted in both print and broadcast media outlets for his expertise on economic and fiscal matters in Arizona and oversees research projects contracted between ASU and many Arizona business and governments in his role in the Seidman Institute.

### Dan Hunting



As a Senior Policy Analyst at Morrison Institute for Public Policy, Dan Hunting's research interests include sustainable economic development, demographics, urban growth, and the role of arts and culture in economic prosperity. Hunting helped develop core concepts of the Sun Corridor geography as a Research Assistant at Morrison Institute while working on his Master's in Public Administration. Upon graduation, he took a job with the Arizona Legislature, working as a fiscal analyst for the Joint Legislative Budget Committee. As an Economic and Policy Analyst at Sonoran Institute, Hunting authored *Tucson's New Prosperity: Capitalizing on the Sun Corridor*, an analysis of Tucson's economic development options. He also wrote a series of papers on state trust land issues, including *The Quarrel Between Past and Present: The Economics of Reforming Arizona's Century Old State Trust Land Rules*. He also did an extensive study of the connection between conserved public land and Arizona's ability to attract and retain a skilled workforce.

### Sandra Watson



Sandra Watson brings more than 20 years of economic development leadership experience to Arizona. She and her teams have successfully attracted to Arizona more than 750 companies that have committed to invest nearly \$10 billion in capital and create more than 125,000 quality jobs. She implemented the new vision for the ACA and its aggressive five-year business plan promoting the state's pro-business, competitive value proposition. She provided invaluable leadership during the organization's transition from the Department of Commerce into one of the nation's first state-based public-private partnerships focused on economic development. Under her direction, the ACA leads statewide efforts assisting companies to locate, expand and grow – bringing high-wage jobs and capital investment to Arizona. She holds an Honors Bachelor of Commerce degree from Laurentian University, and has completed the Global Leadership Certification program at the Thunderbird School of Global Management.

### Ken Strobeck



Ken Strobeck is the Executive Director of the League of Arizona Cities and Towns, a nonpartisan advocacy, education and information organization for the state's 91 incorporated communities. He has been in that position for since 2006. He previously served as Executive Director of the League of Oregon Cities and was a three-term State Representative in the Oregon Legislature where he was Speaker Pro Tem (1999-2000) and Chairman of the House Revenue Committee (1997-2000). He serves on the boards of Arizona Town Hall, the National League of Cities and is Vice Chair of NLC-RISC, an information group for state municipal league insurance pools. He was named Executive of the Year in 2013 by the Arizona Society of Association Executives. His professional experience includes radio and TV broadcasting, and executive positions in corporate communications and public affairs in both the private and non-profit sectors. He is a graduate of the University of Oregon and has earned a Certified Public Manager (CPM) credential from Arizona State University.

### David Berman



David R. Berman, Ph.D., Professor Emeritus of Political Science at Arizona State University, has produced 10 books, including four university press studies on Arizona government and politics, and over 70 published papers, book chapters, or referred articles dealing mostly with state and local politics in the United States. He specializes in the areas of inter-governmental relations and state and local government, politics, and public policy. Professional service includes membership on the executive committee of the Federalism and Intergovernmental Relations Section of the American Political Science Association and the Intergovernmental Administration and Management section of the American Society for Public Administration. He has served as a project reviewer for the National Science Foundation, Brookings Institution, and U.S. Advisory Commission on Intergovernmental Relations. His work has been funded by contracts with the International City/County Management Association, the National Conference of State Legislatures, and by several research grants, including one from the National Endowment for the Humanities. Berman has also worked in conjunction with the Western States Budget group, and with several local organizations, including the Arizona Town Hall.

**Thom Reilly**

Thom Reilly is director of the Morrison Institute for Public Policy and professor in the School of Public Affairs. Reilly joined ASU from San Diego State University. Previously, Reilly served as the county manager/CEO for Clark County, Nevada (Las Vegas Valley) providing both regional and municipal-type services as well as in senior level administration positions in state government in Nevada. Reilly also has extensive experience in the private sector serving as managing principal of The Reilly Group, a management consulting firm and as former vice president of social responsibility at Caesars Entertainment, Inc. Reilly received his master's and doctorate of public administration from the University of Southern California (USC). He is a Fellow of the National Academy of Public Administration (NAPA). His research focuses on governance issues as well as trends in public pay and benefits. His most recent book, published by Rowman & Littlefield Lexington Books, examines large scale corruption in the east Los Angeles city of Bell, CA.

**Grady Gammage Jr.**

Grady Gammage Jr. is a part time academic, a practicing lawyer, an author, a sometime real estate developer and a former elected official. In his academic role, Gammage is a Senior Fellow at ASU's Morrison Institute, the Kyl Center for Water Policy, and a Senior Scholar at the Julie Ann Wrigley Global Institute of Sustainability. His work there focuses on urban growth and development, quality of life, and local economic issues. He also teaches at the Sandra Day O'Connor College of Law and at the W.P. Carey School of Business. As a lawyer, he has represented real estate projects ranging from master planned communities to sprawling subdivisions to high rise buildings. He served on the Central Arizona Project Board of Directors for 12 years, and was President during a period of turbulence when the CAP was suing the Federal Government over the cost of the canal. As a real estate developer, he built an intense, urban mixed use project in the City of Tempe which won three architectural awards and has been widely acclaimed. Gammage's recent book *The Future of the Suburban City: Lessons from Sustaining Phoenix* was published by Island Press.

**Dave White**

Dave White is Professor in the Arizona State University School of Community Resources and Development, within the College of Public Service and Community Solutions. He also holds appointments as Director of the ASU Decision Center for a Desert City, Senior Sustainability Scientist with the Julie Ann Wrigley Global Institute of Sustainability, and Fellow with the Global Security Initiative. Professor White scholarship is focused on understanding and enhancing the links between science and decision making for sustainable natural resource management. He is widely published in the scholarly literature and his work has been covered in popular media including *The New York Times*, *Wall Street Journal*, and *National Public Radio*. White is a recipient of the President's Medal for Social Embeddedness from Arizona State University and the Celebrating Natural Resources Award from the University of Idaho. He received his Ph.D. in Forestry from Virginia Tech.

**Dale Larsen**

Dale Larsen is Director of Community Relations and Professor of Practice for the Arizona State University College of Public Service and Community Solutions. He has four decades of parks and recreation professional management practice, including as former director of the City of Phoenix Parks and Recreation Department, where he oversaw dozens of community programs and the upkeep of 189 Phoenix parks covering 33,000 acres. He taught as Faculty Associate at ASU for 25 years and currently as full-time Professor of Practice. He is recognized as a local, state and national leader in public park and recreation professional associations, and is a noted author, leader and community engagement specialist. His education includes an M.S. from the University of Wisconsin-Milwaukee (Education and Administrative Leadership), and a B.S. from the University of Wisconsin-LaCrosse (Park and Recreation Administration).

**Shane Burgess**

Burgess is currently Vice President for Agriculture, Life and Veterinary Sciences, and Cooperative Extension, Dean of the College of Agriculture and Life Sciences, Interim Dean of the School of Veterinary Medicine, and Director, Arizona Experiment Station at the University of Arizona. He graduated with distinction as a veterinarian in 1989 from Massey University, New Zealand. He worked in and managed veterinary clinical practices in Australia and the UK, including emergency medicine and surgery. He did a radiology residency at Murdoch University in Western Australia, where he concurrently co-founded Perth's first emergency veterinary clinic. He did his Ph.D. in virology, immunology and cancer biology (Bristol University Medical School, UK). Burgess worked in the UK World Reference Laboratory for Exotic Diseases during the 2001 Foot and Mouth Disease crisis, where he led the diagnosis reporting office. He was awarded a Director's Award for Service. In 2002, Burgess joined Mississippi State University's College of Veterinary Medicine as an assistant professor. He was recruited from Mississippi State as a professor, associate dean of the college and director of the Institute for Genomics, Biocomputing and Biotechnology in July 2011.



**Leslie Cohen**

Leslie Cohen, JD, is the Director of the UA Sonoran University Center for Excellence in Developmental Disabilities at the University of Arizona. She is also serving as Interim Vice Chair for Outreach and Community Engagement and Assistant Professor, Department of Family and Community Medicine, UA College of Medicine. In her current position, Cohen is responsible for this UA interdisciplinary center engaged in disability related education and training, research, model program development and information dissemination as well as leadership of Family and Community Medicine's outreach programs and initiatives. Cohen has substantial expertise in disability law and policy. Prior to joining the University of Arizona, she was the executive director for over 10 years of the Arizona Center for Disability Law, Arizona's protection and advocacy system for persons with disabilities. For many years, she has served as a consultant to organizations in Arizona and nationally on a wide variety of strategic planning, management and substantive disability issues. She has previously served on the Arizona Developmental Disabilities Planning Council, as President, Board of Directors of the National Association of University Centers on Disabilities (AUCCD); and Board Member, Linkages Arizona.

**Janet Garcia**

Janet Garcia is a Senior Director for Casey Family Programs and is responsible for the operation of the Arizona Field Office as well as overseeing Casey's system improvement work in Arizona. Casey Family Programs is the largest private foundation in the nation focused on child welfare. The mission is to improve and ultimately eliminate the need for foster care. Our 2020 goal is to reduce the number of children in foster care by 50 percent. Prior to joining Casey's, she spent five years at the Valley of the Sun United Way, developing and overseeing programs for children birth to 5. Prior to this, she was Deputy Director in the Governor's Office for Children, Youth and Families where she worked with the Director to oversee the Divisions for Women, Substance Abuse prevention, Youth Development and School Readiness and had primary responsibility for managing the Division for Children. She oversaw federal grants, staffed the Juvenile Justice Commission and worked across departments to improve coordination of services for children, youth and families involved in multiple systems. Before joining the Governor's Office, she was the Executive Director of Tumbleweed Center for Youth Development where she led the creation of a continuum of services for runaway, homeless and troubled youth.

**Will Humble**

Will Humble, MPH, is an effective public health leader with over 25 years progressively responsible experience successfully leading public health programs. He has a collaborative management style that focuses on establishing and maintaining effective working relationships with staff and stakeholders. He's a believer in leading and managing with emotional intelligence. He currently serves as the division director for health policy and evaluation at the Center for Population Science & Discovery at the University of Arizona's Health Sciences Center where he provides leadership in the development, management and evaluation of health and public policy advocacy and initiatives. He is responsible for directing Center programmatic activities to ensure public health methodology is sound and positions the Center to be a leader in population health improvement in Arizona. He previously served for six years as the director of the Arizona Department of Health Services, which provides a wide array of health related services including Arizona's behavioral and public health systems, the Arizona State Hospital, medical and child care licensure and certification services, and the Arizona Public Health Laboratory.

**Jacob Moore**

Jacob Moore is responsible for the intergovernmental affairs between Arizona State University and tribal nations and communities. Arizona State University has, potentially, the highest numbers of American Indian students, programs, and faculty of any major university in the nation. He has been an Economic Development Analyst and Special Assistant on Congressional and Legislative for the Salt River Pima-Maricopa Indian Community. Moore also served as the managing partner for Generation Seven Strategic Partners, LLC, a public affairs consulting firm. Having served on the Arizona State Board of Education for eight years, he is currently on the board of directors for the Arizona Community Foundation, the ASU Morrison Institute, WestEd, the Arizona Minority Education Policy Analysis Center (AMEPAC), and Touchstone Behavioral Health. He earned a Bachelor of Science degree in Finance and an Executive MBA from the Arizona State University's W.P. Carey College of Business. Jacob is an enrolled member of the Tohono O'odham Nation.

**James Jayne**

James Jayne became Navajo County Manager in 2003. Prior to joining Navajo County, he served as Executive Secretary for the Arizona Corporation Commission, Chief of Staff for the Arizona House of Representatives, worked at the Arizona Water Banking Authority and in the U.S. Congress. Jayne received his undergraduate degree from Northern Arizona University, his MPA and Certified Public Manager Certification from ASU and completed the Senior Executives in State and Local Government Program at the Harvard Kennedy School of Government. In February 2011, Jayne was awarded the John J. DeBolske Award – the highest achievement for the public management profession in Arizona. In July 2013 Jayne received the Gabe Zimmerman Public Service Award for Innovation - a statewide award for non-elected public servants. Jayne serves on the Alliance for Innovation Board, Arizona State University School of Public Affairs Academic Advisory Council, AZ Town Hall Executive Board, Show Low Parks and Recreation Advisory Committee and several other national and state professional organizations.



**Wally Covington**

Wally Covington is Regents' Professor of Forest Ecology in the School of Forestry at Northern Arizona University. He received his Ph.D. in ecosystem sciences from Yale University in 1976. Covington has been a leader in teaching, research, and service at NAU since soon after his arrival on campus in 1975. Covington is the founder and Executive Director of NAU's Ecological Restoration Institute, which provides real work experience, formal course work, and senior practicum or thesis opportunities for undergraduates in virtually all disciplines at the University. He has received national and international recognition for his work in forest ecosystem health, restoration ecology, and fire effects on forest ecosystems. He has been recognized as Outstanding Teaching Scholar by NAU for his dedication to involving undergraduates in his research projects and bringing research results into the classroom. Covington presents invited testimony before congressional and state natural resources committees and before both the Chief of the U.S. Forest Service and the Secretary of the Interior. His work on restoration of ecosystem health is often cited in the national news media.

**Kathleen Andereck**

Kathleen Andereck is the director of the School of Community Resources and Development at Arizona State University where she also holds the rank of Professor. The School offers four bachelor degrees, three master degrees, a Ph.D., and several certificates, minors and concentrations including a Bachelor of Science in Tourism Development and Management and a new online master's degree in Sustainable Tourism. Andereck's research focuses on the tourism experience from the perspective of both visitors and residents particularly as it applies to sustainable community tourism development and the tourism experience. Some of her specific areas of interest include tourism and quality of life, residents' attitudes toward tourism, volunteer tourism, and tourist behavior in recreation settings. Her work has been widely published in the primary academic journals in tourism and recreation.

**Christine Vogt**

Christine Vogt is professor in the School of Community Resources and Development at Arizona State University. She also directs the Center for Sustainable Tourism at ASU. She studies natural resource based tourism and recreation primarily in park settings that range from urban to large-scale national parks or forests. She conducts survey research and evaluation and is widely published in leisure, tourism, recreation and parks, and natural resource journals. In her 18 months since rejoining ASU, she is building outreach and a research program that aims to make communities stronger economically and more sustainable. The Center involves the other ten tourism faculty at ASU and a dozen or so graduate student who work closely with the Arizona Office of Tourism and the Arizona Lodging and Tourism Association on education and research programs in Arizona. Beyond Arizona, recent international efforts have been developed with Vietnam and China. Several trips have been made to meet with tourism university programs, government officials, and tourism leaders. Several faculty have recently worked on tourism research and relations with Mexico communities and agencies.

**Marc Spitzer**

Marc L. Spitzer is a partner in Steptoe's Washington and Phoenix offices, where he is a member of the Regulatory & Industry Affairs Department. Spitzer served as a Commissioner on the Federal Energy Regulatory Commission from July, 2006 to December, 2011. At the FERC, he participated in Commission technical conferences, initiatives, and proceedings, including 2005 Energy Policy Act and other rulemakings, rate, enforcement and reliability cases, electric transmission policy, natural gas infrastructure, and oil pipeline matters. In 2002 he was elected chairman of the Arizona Corporation Commission (ACC) where he focused on policies that encouraged the expansion of natural gas infrastructure, specifically distribution and storage; creating a demand side management policy; enhancing the ACC's renewables standard; and advancing consumer privacy concerns in telecommunications. In 1992, he was elected to the Arizona State Senate for District 18. He also served in the Legislature as Chair of the Judiciary and Finance Committees and was elected Senate Majority Leader in 1996. As an attorney, Spitzer has represented public companies and private entities in disputes with Internal Revenue Service before IRS Audit and Appellate Divisions and United States Tax Court.

**Sarah Porter**

Sarah Porter is the inaugural director of the Kyl Center for Water Policy at Arizona State University's Morrison Institute for Public Policy. Established in 2014, the Kyl Center promotes research, analysis, collaboration and open dialogue to build consensus in support of sound water stewardship solutions for Arizona and the West. Porter came to the Kyl Center from the National Audubon Society, where she served as the Arizona state director and led Audubon's Western Rivers Project, a multistate initiative to protect and restore important river habitats in the Intermountain West. Before joining the staff of Audubon in 2006, she spent 14 years as an attorney in private practice, specializing in complex commercial litigation. She serves on Governor Ducey's Water Augmentation Council, University of Arizona's Water Resources Research Center's External Advisory Council, the Phoenix Parks and Recreation Board, Phoenix's Environmental Quality and Sustainability Commission and several other community boards. A native of Phoenix, she received her bachelor's degree from Harvard College and her J.D. from Arizona State University College of Law. Porter was named by the Arizona Republic as one of "Sixteen Arizonans to Watch in 2016."



# The Arizona State Legislature

The state legislature of the U.S. state of Arizona is a bicameral legislature that consists of a lower house— the House of Representatives, and an upper house— the Senate. Composed of 90 legislators, the state legislature meets in the Capitol Complex in the state capital of Phoenix, Arizona. Created by the Arizona Constitution upon statehood in 1912, the Arizona State Legislature meets annually.

Arizona's electoral districts are different from the majority of U.S. states. Two representatives and one senator share each of the state's 30 electoral districts. Legislators are term limited to eight consecutive years in office, but can run again after two years or run for the opposite house than the one in which they serve.

In 1863, President Abraham Lincoln signed the Arizona Organic Act creating the Territory of Arizona. In 1864, the First Territorial Legislature convened in Prescott, the territory's first capital. The capital moved from Prescott to Tucson and back to Prescott before being permanently established in Phoenix in 1889.

On June 20, 1910, President William Howard Taft signed the Enabling Act, allowing the Arizona Territory to hold a constitutional convention. Elected Arizona delegates convened in Phoenix at the territorial capitol on October 10, 1910 to draft the Arizona Constitution. Although constitutional provisions for prohibition and women's suffrage were rejected, voters added both within three years of statehood. The new constitution was ratified by voters on February 9, 1911, and Arizona statehood took place on February 14, 1912, after eliminating a provision that caused an initial veto by the president.

Arizona's First Legislature had 19 state senators and 35 state representatives and convened March 18, 1912. The Legislature met on a biennial basis until 1950, when a constitutional amendment provided for annual sessions.

The Arizona Legislature is responsible for making laws in the state of Arizona. The first step in the legislative process is bill drafting. First, legislators must submit a bill request to the legislative council staff. Additionally, a legislator-elect may submit a bill request or private citizens can obtain authorization from a legislator to use the legislator's name before giving instructions to the legislative council staff. The legislative council staff delivers a bill draft to the sponsor or requester and if directed, will prepare the bill for introduction.

Bills undergo three or four readings during the legislative process. After the first reading, they are assigned to committee. Committees can amend measures or hold legislation and prevent it from advancing. Once committee action is completed, the bill undergoes a second hearing and a third hearing, which happens just before the floor vote on it. The bill is then sent to the opposite legislative house for consideration. If approved, without amendment, it is sent to the governor. If there is amendment, however, the Senate may either reconsider the bill with amendments or ask for the establishment of a conference committee to work out differences in the versions of the bill passed by each chamber. Once a piece of legislation approved by both houses is forwarded to the governor, it may either be signed or vetoed. If it is signed, it takes effect on the effective date of the legislation. If it is vetoed, lawmakers may override the veto with a vote by a three-fifths majority in both chambers.

Alternatively, instead of presenting the measure to the Governor, the Legislature may order that it be submitted to the people. If the measure is approved by the people, the Governor has no power to veto it, and the Legislature may not repeal it, and may not amend it unless the amending legislation furthers the purposes of such measure and at least three-fourths of the members of each house of the Legislature, by a roll call of ayes and nays, vote to amend such measure.



# The Arizona State Capitol, Phoenix

The Arizona State Capitol in Phoenix was the last home for Arizona's Territorial government, until Arizona became a state in 1912. The 1901 portion of the Capitol is now maintained as the Arizona Capitol Museum with the mission of Celebrating Arizona's vibrant cultural heritage through history.

The building was created as part of an effort to demonstrate that the Arizona Territory was ready for statehood.

Construction of the Capitol began in 1898, and it began operation in 1901. In 1918 and 1938, expansions were added on the west side of the building, which had the same architecture and increased the total square

year in 1979. After a restoration, the building was re-opened as a museum in 1981. In the 1990s, more than \$3 million was spent to renovate the Capitol and rooms were restored to their original design. Again, due to budget deficits, construction was stopped on a few rooms. The Capitol is listed on the National Register of Historic Places.

On January 14, 2010, the Arizona State Department of Administration reported that it had sold the surrounding state buildings to private investors: the tower, the two flanking legislative buildings, and other state structures. The Old Capitol was not part of this transaction.



footage from the original 40,000 to a final 123,000. It was home to the Legislature until 1960, when the current house and senate buildings were constructed, and the Governor's Office until 1974, when the executive tower was built. The state at that time had a plan of converting the original Capitol into a museum dedicated to Arizona's history. The original opening of the Arizona Capitol Museum was announced by Governor Bruce Babbitt at his inauguration in 1978, and hosted over 40,000 schoolchildren in that first

The building is made largely from materials indigenous to Arizona, including malapai, granite, and the copper dome. The design is optimized for the desert climate, with thick masonry walls that insulate the interior, skylights, and round "bullseye" clerestory windows to let heat out of the legislative chambers. The building is topped with a windvane similar to the Winged Victory of Samothrace, visible through a skylight from within the rotunda.

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