

TRUTH IN CORRECTIONS:

*RESTORING PUBLIC TRUST IN THE
ARIZONA DEPARTMENT OF
CORRECTIONS, REHABILITATION,
AND REENTRY*

A Proposal for the Creation of an Independent
Citizen's Oversight and Advisory Board and Ombuds

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ARIZONANS FOR TRANSPARENCY
AND ACCOUNTABILITY IN CORRECTIONS
RESTORING PUBLIC TRUST IN THE ARIZONA DEPARTMENT OF CORRECTIONS

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

I. Objective

To restore and ensure future trust in the operations of the Arizona Department of Corrections, Rehabilitation, and Reentry (“ADCRR”), this document proposes the formation of a citizen’s oversight and advisory committee and ombuds as an independent legislative committee and a corrections ombuds as an independent executive agency. This proposal sets forth a framework to amend various relevant sections of the Arizona Revised Statutes (“ARS”) Titles 31 and 41. During the interim period, until such legislative action can commence, this proposal calls for Governor Ducey to create an ad hoc citizen’s oversight and advisory committee and ombuds as detailed below.

II. ADCRR Oversight Need

In the wake of recent public revelations of ADCRR’s tragic history, fiscal mismanagement, staff whistle-blower complaints, underwhelming and ineffective response to the COVID-19 pandemic, and the sudden retirement of former Director Charles Ryan in the face of an investigative report detailing long-term, ongoing systemic operational failures, it became clear that lawmakers have an obligation to make positive and deep changes in the transparency, accountability, and governance of ADCRR.

The public has lost trust in the ADCRR to get the job done honestly, humanely, and effectively. This is evidenced by the growing number of media stories and wide-scale citizen engagement on the issues surrounding the ADCRR. Now is the time to implement changes that make ADCRR more transparent, accountable, and safer for the public, incarcerated and staff.

What Arizona families and taxpayers want is a system that ensures public safety and that truly cares for people while they’re separated from their families and communities, a system that provides effective medical and mental healthcare, nutritious food, safe living and working conditions, addiction treatment, substantive rehabilitation programs, and a smooth, successful transition back to society. Further, Arizona families and taxpayers want to stop the revolving door of recidivism, reduce the size of ADCRR, and redirect the massive budget allocations supporting this agency into education, health care, and infrastructure.

We need to rebuild ADCRR from the top down. For the safety and health of the state and all its citizens, we need to create and implement an ADCRR Citizen’s Advisory and Oversight Board (“Board”) as an independent committee within the Legislative branch and an Office of Corrections Ombuds as an independent agency within the Executive branch.

The board must be autonomous and independent from the ADCRR director and empowered to create a system of transparency, accountability, oversight and reporting similar to that of the many similar citizen oversight organizations throughout the country or many of the 225 boards and commissions that cover licensed professional, public-facing state and municipal government agencies, and public-safety organizations here in Arizona.

Attached below as Appendix A is the [Office of the Governor Doug Ducey: Boards and Commissions List](#)¹. One glaring exception on the Arizona Board and Commissions List is any

¹ <https://bc.azgovernor.gov/bc/boards-and-commissions-lists>

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

committee, board, or agency with oversight of the Arizona Department of Corrections, Rehabilitation, and Reentry, one of the most expensive and important public-safety agencies in Arizona.

III. Erosion of Public Trust, Absence of Accountability, Concentrated Power, and Massive Budget

A. Concentration of Power in the Hands of Five People in 35 Years

For decades, especially over the last 10 years, ADCRR history has demonstrated that the concentration of power vested in one man or woman as director of such a large and expensive agency is not only fraught with complications but has devastating results for the state and public safety.

For the last 51 years, there have been a total of eight (9) ADCRR directors. Remarkably, in the past 35 years there have been only four (5) ADCRR directors appointed: Sam Lewis (1984-1995), a former Army Colonel serving under four (4) governors; Terry Stewart (1995-2002), former supervisor to Charles Ryan and private-prison proponent serving under two (2) governors; Dora Schriro (2003-2009), a licensed social worker and former director of the Missouri Dept. of Corrections serving under one (1) governor; Charles Ryan (2002-2003, 2009-2019), a long-time employee and administrator of the ADCRR serving under three (3) governors, and the current director, David Shinn (2019-), a long-time employee of the United States Bureau of Prisons.

In the last decade, under ADCRR Directors Ryan and Shinn, there have been a series of tragic and avoidable events resulting in massive COVID-19 outbreaks, inmate deaths, staff assaults, security management failures, escapes, citizen deaths, riots, class-action lawsuits, federal-court interventions and enormous contempt fines, budget and fiscal resource allocation irregularities, significant decline in staff morale, infrastructure deterioration, and public erosion in the safe, orderly, and sound operation of the ADCRR.

However, many of these problems are deeply rooted and have been growing inside ADCRR for more than 40 years; they cannot be laid solely at the feet of directors Ryan and Shinn. The severity of ADCRR's systemic problems are now manifest at levels that threaten public safety, require exorbitant budget appropriations, and are likely to worsen under the status quo.

Two recent major events bring into sharp focus the urgency to create the board and ombuds immediately:

1. On August 4th, ADCRR issued a press release stating that 517 of the 1066 individuals housed at ASPC-Tucson Whetstone Unit tested positive for COVID-19, a staggering 48% of that unit’s population. This massive infection rate comes directly after a long series of denials, poor policy choices, failure to implement CDC guidelines, and misdirections by Director David Shinn.

Staff, incarcerated men and women, loved ones, the press, and community organizations repeatedly called out the dangers of Director Shinn’s acts and omissions. Director Shinn’s response was to make few public appearances, release little public information, not answering questions from the public and press, and issue an

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

unconstitutionally restrictive policy threatening staff and limiting inmate’s ability to talk to the press.

2. After media outlets reported that a prisoner held at the ADCRR Lewis Complex had died as a result of faulty locks and that Director Charles Ryan was aware of and disregarded the lock problems, Governor Ducey ordered an independent investigation into the allegations. Former Arizona Supreme Court Chief Justices Rebecca White and Ruth V. McGregor completed a lengthy and thorough investigation. Their findings were delivered to the governor on August 12, 2019, in a document entitled “REPORT TO THE GOVERNOR: THE EFFECTIVENESS OF LOCKS AT LEWIS PRISON.” Three days before this report was delivered to the governor, on August 9, 2019, Director Charles Ryan announced his retirement.

The report detailed significant issues within the ADCRR of structural compartmentalization of information, failed security notification processes, administrative dereliction of duty, and a culture of manufacturing plausible deniability in the hierarchy of the ADCRR administration. The report and facts surrounding the report identified security problems that ADCRR officials became aware of in the 1980’s. Instead of addressing and repairing the problems, ADCRR officials disregarded, mismanaged, and pro-actively covered up the safety concerns. As a direct result, at least one Arizona citizen died, staff were assaulted, inmates were assaulted, facilities were damaged, and public safety was disregarded and jeopardized. Moreover, Arizona taxpayers were held responsible to finance the negative outcomes of these systemic failures.

The massive COVID-19 outbreak and Lewis Complex faulty lock issue were decades in the making. Numerous other issues are known to exist; however, the question that must be answered is what other hidden or unknown systemic failures remain unchecked and without a reliable process for discovery. Now, more than ever, the time has come for a public oversight and advisory board and ombuds to ensure that issues are discovered, public safety is achieved in an effective and cost-conscious manner, and that trust is restored to the state government and this agency.

B. Massive Budget with No Oversight

We need a new citizens advisory committee to ensure the massive annual allocation of taxpayer funds are managed and expended in the most cost-conscious and effective manner possible.

For quick perspective, as will be discussed below, the current ADCRR budget amounts to a constituent per capita appropriation that is nearly 400% more than the Arizona Department of Education's, even though the state education department has nearly 10 times the staff and 26 times the number of persons served by its agency.

IV. Solution: A Better Agency Model

A. Compare and Contrast Arizona Agency Models: Corrections and Education

Appendix A lists 225 various Arizona boards, councils, and committees. Of all of these, the model of the Arizona State Board of Education relative to the Arizona Department of Education is the most appropriate for a comparison of models based on size, scope, and service to the public interest.

The Arizona Board of Education is charged with regulatory and non-regulatory duties. This document does not propose the citizen’s oversight and advisory committee and ombuds will have regulatory duties; rather, the Arizona Board of Education’s non-regulatory oversight of public education relative to the Arizona Department of Education’s administrative functions is the focus of the comparison.

1. Leadership and Power

As administrative organizations under the Executive branch of the state government, there are significant differences in the leadership structure between the Arizona Department of Corrections and the Arizona Department of Education (“ADE”).

ADCRR: ADCRR is led by a director who is a political appointee of the governor.

Authorized by current statute, the director of the Arizona Department of Corrections enjoys full, unfettered control over prison policy, policy execution, and budget expenditures. The director sets all policy and procedure for the operation and management of the Arizona Department of Corrections. Moreover, the ADCRR director is the sole authority on budget and resource allocation. Accordingly, the ADCRR director is an immensely powerful appointed official overseeing a billion-dollar annual budget, thousands of state employees, and more than 42,000 inmate lives with no substantive oversight, public input, or external accountability.

ADE: ADE is led by an elected Superintendent of Public Education who is a regular member of the eleven person Arizona Board of Education.

The Superintendent of Public Education is the executive in charge of the Arizona Department of Education and is solely charged with the execution of policy created by the State Board of Education (“SBE”). This construct divests the enormous power concentration that would otherwise exist in the Superintendent of Public Education.

The SBE is created by the Arizona Constitution and charged with the responsibility of regulating the conduct of the public-school system. The SBE is composed of the following eleven members: the superintendent of public instruction, the president of a state university or state college, four lay members, a president or chancellor of a community college district, a person who is an owner or administrator of a charter school, a superintendent of a high school district, a classroom teacher and a county school superintendent. Each member, other than the superintendent of public instruction, is appointed by the governor with the consent of the senate. Members are appointed to a term of four years.

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

In summary, the Arizona Department of Corrections is controlled by one political appointee with vast powers and little to no oversight, whereas the Arizona Department of Education is led by an elected executive, granted limited powers, and must implement the policies of the State Board of Education which is populated by stakeholders of various areas in public education. This construct makes public the operation, policy, and implementation of education appropriations. This model of oversight by citizen stakeholders is precisely what ADCRR needs to restore public trust in state corrections.

2. Budget Appropriations

According to the Arizona Department of Education, “[m]ore than 1.1 million students attend publicly funded K-12 schools in Arizona. Approximately 950,000 of those students attend one of more than 1,700 traditional public schools, with the remainder attending one of more than 500 charter schools in the state.”² There are more than 90,000 employees of the Arizona Department of Education.³

The Arizona Department of Education was apportioned \$5,087,136,300 (FY 2018), \$5,700,002,600 (FY 2019), with a \$6,251,307,600 (FY 2020 Estimate), and \$6,599,713,600 (FY 2021 Baseline).⁴

According to the Fiscal Year 2021 Joint Legislative Budget Committee Appropriations Report, the Arizona Department of Corrections has a projected inmate population of 42,427 inmates and projected 9,556 full time employees.⁵

ADCRR was appropriated \$1,086,229,000 (FY 2018), \$1,229,196,800 (FY 2019), \$1,220,391,900 (FY 2020 Estimate), and \$1,220,391,900 (FY 2021 Baseline). At the time of the writing of this proposal, the ADCRR was reporting a total of 39,339 men and women in custody and housed withing the ADCRR.⁶

Accordingly, based upon the actual reported numbers for FY 2019 there was a total of 40,151 men and women in custody and housed in the Arizona Department of corrections with a budget appropriation of \$1,229,196,800. This averages to \$30,614.35 to house a person in the ADCRR. The projected estimate for 2020 and the baseline for 2021 will likely substantially increase that expenditure amount.

The year over year trend in the ADCRR is an increase in appropriations contemporaneous to a decline in the in-custody inmate population. The trajectory is unsustainable and is not reflective of the declination in the in-custody population.

It should be alarming that the massive allocation of tax-payer funds allocated and controlled by one appointed official, with little to no accountability, is unique not only unique in our state system of governance but is well documented in the public record with irregularities,

² <https://www.azed.gov/adeinfo/>

³ <https://www.azed.gov/adeinfo/>

⁴ <https://www.azleg.gov/jlbc/21baseline/21BaselineSingleFile.pdf>

⁵ <https://www.azleg.gov/jlbc/21baseline/21BaselineSingleFile.pdf>

⁶ <https://corrections.az.gov/sites/default/files/REPORTS/CAG/2020/cagjuly-20.pdf>

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

non-sequiturs, and poor budgetary management. Public oversight of ADCRR's massive budget is more important than ever.

B. Conclusion

Arizona’s State Board of Education model and many of the models found in the boards, committees, and councils set forth in Appendix A are optimal to pierce the veil of closed-door policy decisions, ensure budget and resource allocation accountability, increase public safety, elevate staff morale, and reduce tax-payer liability while ensuring that inmates receive the services paid for by the citizens of Arizona.

V. Citizens Oversight and Advisory Committee and Ombuds

A. Areas of Oversight

A citizen’s oversight and advisory committee and ombuds vested with clear mandates and substantive, autonomous authority to create objective, fact-based reports and monitor the ADCRR is crucial to the restoration of public trust in the ADCRR and our state government.

The areas of oversight for the committee and the ombuds will be:

- Safety
- Conditions of Confinement
- Inmate Health Care Provision
- ADCRR Finances and Allocations
- Inmate Recidivism Reduction
- Public Concerns
- ADCRR Staff Concerns
- Inmate Concerns
- ADCRR Compliance with Court Orders and Settlement Agreements

B. Citizen’s Oversight and Advisory Committee Construction

The construction of the citizen’s oversight and advisory committee will be nine (9) members as designated below. The board will meet in official session no less than once per quarter or more as deemed necessary by request of the governor, decision of the board chair, or vote by a quorum of five members. Official sessions will have an open, public-comment session and an open, no public-comment session with members of the Arizona legislature, governor’s office, and supreme court.

C. Members

All members of the board will serve a three-year term. Non-standing members may not serve two consecutive terms. Non-standing members will be appointed after a list of public nominees are gathered bi-annually and selected by a random number lottery. Subsequent to the selection of the non-standing members, a second random number lottery will be held to appoint the positions of chair, vice chair, and secretary. The members will be comprised:

- Chair – Member of the Public*
- Vice Chair – Member of the Public*
- Secretary – Member of the Public*

Restoring Trust in ADCRR: Citizen's Oversight and Advisory Committee and Ombuds

- National Prison Rights Organization Designee
- Legislature Designees (One from Each Party from the House and Senate)
- A Formerly Incarcerated Male and Female Member of the General Public**
- Academic – Standing Member (Ph.D. Criminal Justice or J.D. Law)
- A Designee from the Arizona Correctional Peace Officers Association (Non-Voting Member)
- A Retired Corrections Official from Any State With At Least 10 Consecutive Years of Corrections Experience.

**None of these positions may be filled by a former employee, administrator, contractor, or legislative advocate for any federal, state, local, or private penal or correctional institution or service provider. One position must be filled by a formerly incarcerated individual.*

***These individuals must have at least three consecutive years of incarceration in the ADCRR and have achieved full restoration of civil rights as set forth in A.R.S. §13-904 to §13-908.*

D. Duties

The citizen's oversight and advisory committee and ombuds shall assist the three branches of state government ensure public safety as well as oversee the effective, efficient, and orderly operation of the Arizona Department of Corrections. In their capacity they shall:

- Conduct on-site random tours of ADCRR facilities.
- Investigate inmate, staff, and concerned citizens complaints.
- Conduct hearings when appropriate.
- Review ADCRR budget allocations, non-budget income sources, and expenditures.
- Create a process to accept input from inmates, inmate family members, ADCRR staff and personnel, agency officials, federal, state, and local government officials, courts of jurisdiction in Arizona, NGO's and NPO's, and interested members of the public.
- Create public reports summarizing the findings of the visits and make them available online to the public and send official copies to the three branches of the Arizona government.
- Advocate for necessary improvements or changes to ADCRR policy, capital investment, infrastructure, staffing, security, and inmate programs to the ADCRR director as well as the executive and legislative branches of Arizona state government as deemed necessary by a majority vote of the board.
- Take necessary reporting steps to ensure that the ADCRR is operating safely, securely, and cost effectively while providing substantive resources to inmates and staff as are so allocated.
- Investigate, report, recommend, and monitor the completion of necessary improvements in policy, capital investment, infrastructure, staffing, security, and inmate programs as they identified and become needed.

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

E. Powers

- The committee, in whole or in part, and ombuds will have unscheduled and unimpeded access to any ADCRR facility consistent with the access and egress privileges granted to the director of ADCRR at the request of the governor, the board chair, or when a quorum of five members of the board are assembled.
- The committee, in whole or in part, and ombuds will have unscheduled and unimpeded access to all ADCRR financial records, accounts, and documentation commensurate to that of the director of ADCRR at the request of the governor, the board chair, or when a quorum of five members of the board are assembled.
- The committee, in whole or in part, and ombuds will have unscheduled and unimpeded access to the Arizona Inmate Management System (“AIMS”) commensurate to that of the director of ADCRR at the request of the governor, the board chair, or when a quorum of five members of the board are assembled.
- The committee, in whole or in part, and ombuds will have unscheduled and unimpeded access to on-site interviews with ADCRR inmates in a secure, private location consistent with the policies governing inmate legal access to the courts and attorney visits at the request of the governor, the board chair, or when a quorum of five members of the board are assembled.
- The committee, in whole or in part, and ombuds will have unscheduled and unimpeded access to inmate grievances commensurate to that of the director of ADCRR at the request of the governor, the board chair, or when a quorum of five members of the board are assembled.
- The committee, in whole or in part, and ombuds will have unscheduled and impeded access to inmate medical records commensurate to that of the director of ADCRR and in compliance with all HIPPA laws at the request of the governor, the board chair, or when a quorum of five members of the board are assembled.
- The committee, in whole or in part, and ombuds will have unscheduled and unimpeded access to on-site interviews with ADCRR staff and personnel in a secure, private location at the request of the governor, the board chair, or when a quorum of five members of the board are assembled.
- The board chair or upon a vote of a quorum of five members of the board and the ombuds will have the power to compel testimony of any ADCRR director, administrator, official, staff, employee, contractor, or volunteer.

F. Reports

A Joint Annual State of the ADCRR Report will be generated by the committee and the ombuds and will be delivered to the designated representatives of the three branches of the Arizona state government. Additionally, the report will be made public on the same day as it is delivered to the state government designees. Additional quarterly reports and updates will be generated at the request of the governor, the board chair, or upon a vote of a quorum of five members of the board.

The annual report will identify all areas of concern that meet a minimal statistical level of significance obtained through the means enumerated in the Duties section above or as

Restoring Trust in ADCRR: Citizen's Oversight and Advisory Committee and Ombuds

otherwise determined by request of the governor, the board chair, or upon a vote of a quorum of five members of the board.

G. Finances

The committee will be allocated an operating budget of no less than \$250,000.00 per annum to be used as the chair, vice chair, and secretary determine is necessary to achieve the objectives set forth herein.

The ombuds will be allocated an operating budget of no less than \$750,000.00 per annum to be used as the chair, vice chair, and secretary determine is necessary to achieve the objectives set forth herein.

The committee will be attached as an independent committee to the Arizona Legislature and granted necessary office space, hearing rooms, administrative staff, computers, recording equipment, and other necessary items as are needed to efficiently and effectively complete all requirements set forth here.

The ombuds will be attached as an independent agency to the Office of the Governor and granted necessary office space, hearing rooms, administrative staff, computers, recording equipment, and other necessary items as are needed to efficiently and effectively complete all requirements set forth here

Members of the committee will receive reimbursement of travel expenses.

APPENDIX A

Able Act Oversight Committee

Accountancy, State Board of

Acupuncture Board of Examiners

African-American Affairs, Arizona Commission of

Aging, Governor’s Advisory Council on

Agriculture Advisory Council, Department of

Agricultural Best Management Practices Committee

Agricultural Employment Relations Board

Agriculture Advisory Council, Department of

Agriculture Director Search Committee, Department of

Appellate Court Appointments, Commission on

Appellate Court Appointments, Nominating Committee for the Commission on

Archaeology Advisory Commission, Governor's

Arizona-Mexico Commission, Board of Directors 2007-09

Arts, Arizona Commission on the

Athletic Training, Board of

Automobile Theft Authority, Arizona

AZSITE Consortium Advisory Committee 2006-03

Barbers, Arizona Board of

Beef Council, Arizona

Behavioral Health Academic Review Committee (Counseling)

Behavioral Health Academic Review Committee (Marriage and Family)

Behavioral Health Academic Review Committee (Social Work)

Behavioral Health Academic Review Committee (Substance Abuse)

Behavioral Health Examiners, Board of

Blindness and Visual Impairment, Governor’s Council on 1992-15

Boxing and Mixed Martial Arts Commission, Arizona State

Career & Technical Education Task Force

Restoring Trust in ADCRR: Citizen's Oversight and Advisory Committee and Ombuds

Central Arizona Water Conservation District
Charter Schools, State Board for
Child Safety and Family Empowerment, Council 2015-08
Chiropractic Examiners, Board of
Citizen Corps Council, Arizona State 2007-25
Citrus Fruit and Vegetable Advisory Council
Citrus Research Council, Arizona
Civil Rights Advisory Board, Arizona
Clean Elections Commission, Citizens
Colorado River Basin Salinity Control Advisory Council
Commerce Authority Board of Directors, Arizona
Companion Animal Spay and Neuter Committee
Conservation Acquisition Board
Constable Ethics Standards and Training Board
Cosmetology, Board of
Cotton Research and Protection Council
Criminal Justice Commission, Arizona
Cybersecurity Team, Arizona
Data Governance Commission
Deaf and Blind Board of Directors, Arizona State School for the
Deaf and Hard of Hearing, Commission for the
Debt Oversight Commission
Dental Examiners, State Board of
Developmental Disabilities Advisory Council
Developmental Disabilities Planning Council 2014-09
Digital Teaching and Learning Study Committee
Early Childhood Development and Health Board, Arizona
Economic Security Advisory Council
Education for Military Children, State Council on the 2015-03

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

Education, State Board of
Emergency Medical Services Council
Emergency Response Commission, Arizona Advisory Committee to
Empowerment Scholarship Account Review Council
Energy Advisory Board, State 2014-04
Equalization, State Board of
Executive Clemency, Board of
Exposition and State Fair Board, Arizona 2014-06
Fallen Firefighter Memorial Committee, Arizona
Family College Savings Program Oversight Committee
Finance Authority, Arizona
Fire Fighters and Emergency Paramedics Memorial Board
Forest Health Council 2009-06
Funeral Directors and Embalmers, State Board of
Game and Fish Commission
Game and Fish Commission Appointment Recommendation Board, Arizona
Geographic and Historic Names, State Board on
Geographic Information Council, Arizona
Governor's Water Augmentation, Innovation, and Conservation Council
Grain Research and Promotion Council, Arizona
Groundwater Users Advisory Council, Phoenix AMA
Groundwater Users Advisory Council, Pinal AMA
Groundwater Users Advisory Council, Prescott AMA
Groundwater Users Advisory Council, Santa Cruz AMA
Groundwater Users Advisory Council, Tucson AMA
Historical Society Board, Arizona
Homeland Security Regional Advisory Council (Central Region), Department of
Homeland Security Regional Advisory Council (East Region), Department of
Homeland Security Regional Advisory Council (North Region), Department of

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

Homeland Security Regional Advisory Council (South Region), Department of
Homeland Security Regional Advisory Council (West Region), Department of
Homeland Security Senior Advisory Committee

Homelessness and Housing, Governor’s Arizona Commission on 2010-03

Homeopathic and Integrated Medicine Examiners, Board of

Human Trafficking Council, Arizona 2015-12

Humanities Council, Arizona

Hyperbaric Oxygen Therapy for Military Veterans Advisory Committee

Indian Affairs Commission

Indian Health Care, Advisory Council on

Industrial Commission of Arizona

Industrial Commission, Investment Committee for

Infants and Toddlers, Interagency Coordinating Council for 1989-11

Infectious Disease Preparedness and Response, Council on 2014-08

Information Technology Authorization Committee

Insurance Guaranty Fund Board, Life and Disability

Insurance Guaranty Fund Board, Property and Casualty

Joint Border Security Advisory Committee

Judicial Conduct, Commission on

Justice for Victims of Child Sex Abuse Task Force

Juvenile Justice Commission, Arizona 2012-04

JTED Task Force

Land Department Board of Appeals, Arizona State

Law Enforcement Merit System Council

Lettuce Research Council, Arizona Iceberg

Liquor Board, State

Livestock and Agriculture Committee

Livestock Loss Board

Local Board, Arizona State University (ASU), Public Safety Personnel Retirement System

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

Local Board, Attorney General, Public Safety Personnel Retirement System

Local Board, Department of Corrections Officer Retirement Plan

Local Board, Department of Juvenile Corrections Officer Retirement Plan

Local Board, Department of Public Safety (DPS) for Corrections Officer Retirement Plan (CORP) - Dispatcher

Local Board, Department of Public Safety (DPS), Public Safety Personnel Retirement System

Local Board, Emergency and Military Affairs, Public Safety Personnel Retirement System

Local Board, Game and Fish, Public Safety Personnel Retirement System

Local Board, Liquor Licenses, Public Safety Personnel Retirement System

Local Board, Northern Arizona University (NAU), Public Safety Personnel Retirement System

Local Board, State Parks, Public Safety Personnel Retirement System

Local Board, Tucson Airport Authority, Public Safety Personnel Retirement System

Local Board, University of Arizona, Public Safety Personnel Retirement System

Lottery Commission, Arizona State

Manufactured Housing, Board of

Medal of Valor Review Board, Arizona

Massage Therapy, Board of

Medical Board, Arizona

Medical Direction Commission

Medical Radiologic Technology Board of Examiners

Medical Student Loans, Board of

Military Affairs Commission

Military Appeals, Court of

Military Family Relief Fund Advisory Committee

Military Trial Court

Mining Advisory Council

Mining Mineral and Natural Resources Educational Museum Advisory Council

Municipal Tax Code Commission

Naturopathic Physicians Board of Medical Examiners

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

Navigable Stream Adjudication Commission, Arizona

Nursing Care Institution Administrators and Assisted Living Facility Managers, Board of Examiners of

Nursing, State Board of

Occupational Safety and Health Review Board

Occupational Therapy Examiners, Board of

Oil and Gas Conservation Commission

Opioid Use Disorder Review Council, Arizona

Opticians, Board of Dispensing

Optometry, State Board of

Osteopathic Examiners in Medicine and Surgery, Board of

Outdoor Recreation Coordinating Commission, Arizona

Over dimensional Permit Council

Oversight Council on Driving or Operating Under the Influence Abatement

Parents Commission on Drug Education and Prevention, Arizona

Parks Board, Arizona State

Parkways and Historic and Scenic Roads Advisory Committee

Peace Officer Standards and Training Board

Personnel Board, State

Pharmacy, Arizona State Board of

Physical Therapy, Board of

Physician Assistants, Arizona Regulatory Board of

Podiatry Examiners, Board of

Post-9/11 Military Family Relief Advisory Committee

Postsecondary Education, Commission for

Power Authority Commission, Arizona

Pre-9/11 Military Family Relief Advisory Committee

Prevent Violence Against Women, Commission to 2011-09

Private Postsecondary Education, State Board for

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

Property Tax Oversight Commission

Prosecuting Attorneys Advisory Council

Psychiatric Security Review Board

Psychologist Examiners, State Board of

Public Safety Personnel Retirement System Board of Trustees

Racing Commission, Arizona

Real Estate Advisory Board

Regents, Arizona Board of

Regulatory Review Council, Governor’s

Rehabilitation Advisory Council, Arizona State

Respiratory Care Examiners, Board of

Retirement System Board, Arizona State

Rio Nuevo Multipurpose Facility District, Board of Directors

Rural Business Development Advisory Council

Salaries for Elective State Officers, Commission on

School Bus Advisory Council

School Facilities Board

School Safety Program Oversight Committee

Self-Driving Vehicle Oversight Committee 2015-09

Service and Volunteerism, Governor’s Commission on 2014-07

Sexual Assault Evidence Collection Kit Task Force, Arizona 2016-02

Sharing Economy, Governor’s Council on 2016-01

Southwestern Low-Level Radioactive Waste Commission

Spinal and Head Injuries, Advisory Council on

Sports and Tourism Authority, Arizona

State Poet Laureate

State Set-Aside Committee

Statewide Independent Living Council 2007-15

Substance Abuse Partnership, Arizona 2013-05

Restoring Trust in ADCRR: Citizen’s Oversight and Advisory Committee and Ombuds

Substance Abuse Task Force

Surface Transportation Funding Task Force

Tax Appeals, State Board of

Tax Deferred Annuity and Deferred Comp Plans, Governing Committee for

Tea Party Committee, Arizona

Technical Registration, State Board of

Tourism Advisory Council

Transportation Board, State

Trial Court Appointments, Coconino County, Commission on

Trial Court Appointments, Maricopa County, Commission on

Trial Court Appointments, Pima County, Commission on

Trial Court Appointments, Pinal County, Commission on

Uniform State Laws Commission, Arizona 2007-16

Urban Land Planning Oversight Committee

Veterans’ Service Advisory Commission, Arizona

Veterinary Medical Examining Board, Arizona State

Water Augmentation Council, Governor's

Water Banking Authority, Arizona

Water Initiative, Arizona

Water Protection Fund Commission, Arizona

Water Supply Sustainability, Governor's Council on 2014-10

Water Quality Appeals Board

Water Quality Assurance Revolving Fund Advisory Board

Western Interstate Commission for Higher Education (WICHE)

Workforce Arizona Council 2015-10