

VITA

JEFFREY I. CHAPMAN

School of Public Affairs
Arizona State University
411 N. Central Avenue, MC 3720
Phoenix, AZ 85004-0687
(602) 496-0454

Citizen of the United States

I. BIOGRAPHICAL DATA

A. EDUCATION

M. A. 1968; Ph.D. 1971, Economics
University of California, Berkeley

A. B. 1967, Economics (with honors)
Occidental College, Los Angeles, CA

B. PROFESSIONAL EMPLOYMENT

July 2005-Present	Foundation Professor of Applied Public Finance School of Public Affairs Arizona State University
July 2004-June 2005	Interim Dean, College of Public Programs Arizona State University
August 1999-June 2004	Professor and Director School of Public Affairs Arizona State University
July 1997-June 1998 and June 1986-July 1993	Professor and Director, Sacramento Center School of Public Administration University of Southern California
August 1986- July 1999	Professor
August 1983 – July 1986	Associate Professor and Director, Sacramento Center

August 1979 – July 1983	Associate Professor
Sept 1973 – July 1979	Assistant Professor School of Public Administration University of Southern California
August 1971 – August 1973	Assistant Research Economist Institute of Government and Public Affairs, UCLA

II. SCHOLARLY ACTIVITIES

A. GRANTS (Principal/Co-Principal) Investigator

“What We have Learned about Economic Development,” Lincoln Institute of Land Policy, 2003-2004.

“Public Tax Incentives for Private Development Decisions” Lincoln Institute of Land Policy, 2002-2003.

“The Impact of Tax Policy on Development Decisions” Lincoln Institute of Land Policy, 2000-2002.

“The Role of the State in Research and Development Funding” California Council on Science and Technology, 1999.

“The Unanticipated Consequences of Proposition 13,” funded by the Public Policy Institute of California, 1998.

“State and Local Responses to Proposition 13” Funded by the Lincoln Institute of Land Policy, 1998.

“The Redistribution of Fiscal Stress: The Long-Run Consequences of Proposition 13” Funded by the Lincoln Institute of Land Policy, 1997.

“The Public Finance Sector of Southern California” funded by the Southern California Studies Center, Summer, 1996.

“Evaluation of the JurisLit Program,” funded by the State of California, 1990-1993.

“Changing Patterns of Land Use Regulations: Effects on Private Development and Public Revenues,” funded by NSF, 1983

“Rent Control in Los Angeles: A Response to Proposition 13,” funded by the Rand and Duke University Public Policy Program, 1980

“Land Use Consequences of Proposition 13: An Enumeration and Evaluation,” funded by the Lincoln Institute of Land Policy, 1978.

“Proposition 13 and the State of California: A Preliminary Analysis of the Impacts of the Jarvis-Gann Initiative,” funded by HUD, 1978.

B. BOOKS

Governance, (edited with Brent Brown) Town Hall, 2002.

California Policy Choices, Volume 9, (co-editor), (University of Southern California, 1994).

Long Term Financial Planning: Creative Strategies for Local Government (ed.) (Washington D.C., ICMA, 1987)

Proposition 13 and Land Use: A Case Study of Fiscal Limits in California (Lexington, MA: Lexington Press, 1981).

C. ARTICLES AND CHAPTERS

“Transportation Finance. with Martin Schultz. In Michael Kuby and Aaron Golub (eds.). From Here to There: Transportation Opportunities for Arizona. Background Report for Arizona Town Hall (2009). Tempe, AZ: Arizona State University.

“Alternative Financing Models for Transportation: A Case Study of Land Taxation in Utah with Gary C. Cornia, Rex L. Facer, and Lawrence C. Walters. Public Works Management and Budgeting. (2009), 13:3, pp. 202-214.

“Impacts of a Land Value Tax with Error in Assessed Values,” with Timothy J. Tyrell and Robert J. Johnson. Land Economics. (forthcoming).

“State and Local Fiscal Sustainability: The Challenges,” Public Administration Review. Public Administration Review (2009) (December): S115-S131.

“The Fiscalization of Land Use: The Increasing Role of Innovative Revenue Raising Instruments to Finance Public Infrastructure,” Public Works Management and Policy. Public Works Management and Policy (2008). 12:4 (April). 551-567.

- “A Comment on Stephen Page’s “What’s New About the New Public Management,” co-authored with Tom Catlaw Public Administration Review. 67:2 (2007) (March/April) 341.
- “Wealth and Tax Systems.” In The Dynamics of Federalism in National and Supranational Political Systems. Edited by Michael A. Pagano and Robert Leonardi. (2007). London: Palgrave MacMillian:107-135.
- “Justified Corruption,” with Min Su Kim and Colleen Byron in Demetrios Argyriades, O.P. Dwivedi, and Joseph Jabbra (eds). Public Administration in Transition: A Fifty-Year Global Trajectory (2007). Portland, OR: Valentine Mitchell. 218-227.
- Land Value Taxation and Economic Development.” State Tax Notes. (2006) 40(1): (April 3): 43-64.
- “Connections Between Economic Development and Land Taxation,” with Rex Facer II, Land Lines 17:4 (October, 2005): 6-8. (Reprinted in The Illinois Government Finance Leader, Winter 2006; reprinted in GFOAz News, March 2007))
- “Budget Policy, State and Local,” in Encyclopedia of Taxation and Tax Policy (Washington D.C.: Urban Institute Press, 2005).
- “The Impact of Public Fiscal Tools and Private Development Decisions,” National Tax Association Proceedings, 2002. (2003): 308-315.
- “Principles of Taxation” International Association of Assessment Officers text on Property Taxation. (2003): 3-1—3-43.
- “Local Fiscal Stress in Sub-Saharan Africa: The Kenyan Example” with Patrick Gakuru and Gerda deKlerk. International Journal of Public Administration. (2003) 26:13: 1519-1550.
- “Local Government Autonomy and Fiscal Stress: The Case of California Counties. State and Local Government Review, Vol. 35, No. 1 (Winter 2003), 15-25.
- “Comment—The Charity Property-Tax Exemption,” Proceedings: Ninety-Third Annual Conference on Taxation. (Washington, D.C.: National Tax Association, 2001), 185-186.
- “Governance Trends and Arizona’s Future,” in Brent Brown and Jeffrey

- Chapman, Governance (Town Hall, 2001)
- "Tax Increment Financing and Fiscal Stress," in Craig L. Johnson and Joyce Man (eds.), Tax Increment Finance and Economic Development: Uses, Structures and Impact (Albany, NY: SUNY Press, 2001).
- The Role of the State in Research and Development Funding. (Sacramento: California Council on Science and Technology, 1999).
- "Proposition 13 and Housing," in Encyclopedia of Housing, Willem Van Vliet (ed.) (Thousand Oaks, CA: Sage Publications, 1998).
- "Property Tax," "User Fees and Charges," and "Special Districts" (with S. Morgan), in International Encyclopedia of Public Policy and Administration, Westview Press, 1998).
- "Tax Increment Financing as a Tool of Redevelopment," in Helen Ladd (ed.) Local Government Tax and Land Use Policy (Northampton, MA: Edward Elgar Press, 1998)
- "The Challenge of Entrepreneurship: An Orange County Case Study," Municipal Finance Journal, June, 1996.
- "California: The Enduring Crises," in Stephen D. Gold (ed.), The Fiscal Crises of the States. (Washington D.C.: Georgetown University Press, 1995).
- "Empirical Evaluation," (co-author) in JurisLit, (Sacramento: Sacramento County Probation Department, 1994).
- "California Policy Choices: The Context," with John Kirlin and Peter Asmus. California Policy Choices, Volume 9, 1994, pp. 1-23.
- "State Fiscal Choices" with John J. Kirlin, in John J. Kirlin, (ed.), California Policy Choices, Vol. 8, (Sacramento: University of Southern California, 1992), pp. 15-34.
- "The Fiscal Context," in California Policy Choices, Vol. 7, (Sacramento: University of Southern California, 1991).
- "The Effects of Proposition 13 on Urban Development and Land Use," in Frederick D. Stocker, (ed.) Proposition 13: A Ten Year Retrospective, (Cambridge: Lincoln Institute of Land Policy, 1991), pp. 15-50.
- "Earmarked Revenues and Fiscal Constraints," in John J. Kirlin and Donald

- R. Winkler (eds.), California Policy Choices, Vol. 6, (Sacramento: University of Southern California, 1990), pp. 11-34.
- "Tax Exempt Debt: An Intergovernmental Perspective," with Donald Winkler, American Review of Public Administration, December, 1988.
- "Land Use Planning and the Local Budget," Public Administration Review, July/August, 1988, pp. 800-806.
- "The Future of Local Government Finance," in Long Term Financial Planning (see books, above).
- "Economics and Urban Policy Analysis," with Donald R. Winkler and Gary J. Reid in Mark S. Rosentraub, (ed.), Urban Policy Problems: Federal Policy and Institutional Change, (New York: Praeger, 1986), pp. 201-217.
- "Financial Problems of California: Unitary Tax Tendencies," Research on Taxes. September, 1984, pp. 84-88 (in Japanese).
- "A Model of Tax Exempt Debt: A Framework for Discussing the Impacts of Federal and State Policies." with Donald R. Winkler, National Tax Association, 1983. 1984, pp. 246-252.
- "The Revenue Structure of California State and Local Government: A Framework for Choice" with D. Winkler in J. Kirlin and D. Winkler (eds.). California Policy Choices, Vol. 1 , University of Southern California, 1984. pp. 61-92.
- "An Economic Analysis of Some Local Responses to Fiscal Stress" Policy Studies Review Vol. 3, No. 1 August, 1983, pp. 85-89.
- "Constraint and Uncertainty: Budgeting in California" with N. Caiden, Public Budgeting and Finance, Winter, 1982, Vol. 2 No. 4: pp. 111-129.
- "Local Government Responses to Tax and Spending Limitations," National Tax Association Proceedings, 1982, 1983, pp. 130-135.
- "Fiscal Stress and Budgetary Activity" Public Budgeting and Finance Summer 1982, Vol. 2, No. 2 pp. 83-88.
- "Rent Control in Los Angeles: A Response to Proposition 13," Harvard Business School Case Services, Intercollegiate Case Clearing House, 1982.
- "Rent Control in Los Angeles: A Response to Proposition 13", Teaching Note, Harvard Business School Case Services, Intercollegiate Case

Clearing House, 1982.

- "The Local Perspective on Consequences for Programs, Revenues and Federal Grant Administration" in Proceedings, The New Federal Budget and Tax Cuts :Impacts on California, UCLA Extension, 1981. pp. 34-37.
- "The Effect of Local Government Rules and Fees on Residential Development", National Tax Association Proceedings, 1980, 1981. pp. 187-193.
- "Fees and Charges, Rules Use, and Land Development in Post Proposition 13",Urban Interest, Spring, 1981, pp. 13-21.
- "Active Approaches to Local Revenue Generations" with John J. Kirlin Urban Interest, Fall 1980, pp. 83-91.
- "Crime Prevention and Police Production Functions Revisited" with W. Z. Hirsch, Public Finance, November 1980, pp. 329-332.
- "Cost-Benefit Analyses: Theory and Use" with H. Thomas in R. Clayton et al., (eds.) Managing Public Systems: Concepts and Methods, (Sceate: Duxbury, 1980) pp. 291-318.
- "L.A.P.D. in the Wake of Proposition 13" in Fred Lane (ed.) Managing State and Local Government: Cases and Readings, (New York: St. Martins, 1980), pp. 481-506.
- "Land Use Consequences of Proposition 13" with John J. Kirlin, USC Law Review, November 1979, pp. 95-124.
- "California State Finance and Proposition 13" with John J. Kirlin, National Tax Journal, June 1979. pp. 269-275.
- "Changes in Government Land Use Policies: An Unforeseen Response to the Jarvis-Gann Initiative", with John J. Kirlin, Urban Interest, Spring 1979, pp. 81-86.
- "Agency Budgets and the Use of Eligibility Rules" with Robin Walther, Public Choice, 1978, Vol. 33, No. 4 pp. 115-130.
- "An Economic Analysis of Development Rights Transfers," in M. Rosentraub (ed.), Financing State and Local Government: New Approaches to Old Problems, (Ann Arbor: Western Social Science Association, 1977, pp. 6-19).

- "Anti-recession Fiscal Assistance Grants," Urban Policy Comment, National League of Cities, 1977, 14 pages. Reprinted as a testimony in Hearings on the Intergovernmental Anti-recession Assistance Act of 1977, House Subcommittee on Government Operations, March 1, 2 and 8, 1977, pp. 242-255.
- "Crime Prevention and the Police Service Function," with W. Z. Hirsch and S. Sonnenblum in R. Grieson (ed.) Public and Urban Economics: Essays in Honor of William Vickrey, Lexington: Lexington Press, 1976, pp. 247-266.
- "The Demand for Police," Public Finance Quarterly, April, 1976, pp. 187-204.
- "The Impact of Alternative Transportation Systems on Urban Structure" with J. Haring and T. Slobko, Journal of Urban Economics, January 1976, pp.13-30.
- "An Economic Model of Crime and Police: Some Empirical Results," Journal of Research in Crime and Delinquency, January 1976, pp. 48-63.
- "Congestion Theory and Transport Demand" with T. Slobko and J. Haring. Regional Science and Urban Economics, December 1975, pp 493-501.
- "Crime Prevention, the Police Production Function and Budgeting" with W. Z. Hirsch and S. Sonnenblum, Public Finance, October 1975, pp. 197-215.
- "Urban Structure and Alternative Transport Systems," with J. Haring and T. Slobko, Zeitschrift fur Nationaloekonomie, 1975, pp. 125-148.
- "Violent Crime Rates: The Influence of City Age," Annals of the Western Regional Science Association, October, 1974, pp. 61-69.
- "The Demand for Police Protection in Southern California" in J. E. Haring (ed.), Crime Police and the Judiciary in Southern California, Los Angeles: Southern California Research Council, 1972, pp. 47-57.

D. MONOGRAPHS/RESEARCH REPORTS

Economic Development Via Science and Technology: How Can Arizona Improve its Standing? With Rob Melnick, et. al June 2003.

Morrison Institute of Public Policy, Arizona State University.

"Proposition 13: Tax Limitations and Unintended Consequences,"
(Cambridge, MA: Lincoln Institute, Chairman's Roundtable Series,
1999)

Unexpected Consequences of Proposition 13 (San Francisco: Public
Policy Institute of California, 1998).

Issues Surrounding the Privatization of Public Water Service, with
Stephen Morgan, (Sacramento: Association of California Water
Agencies, September, 1996).

Special District Privatization, with Stephen Morgan, (Sacramento:
Association of California Water Agencies, July, 1995).

Special District Consolidations, with Stephen Morgan, (Sacramento:
Association of California Water Agencies, December, 1994).

The Special District Augmentation Fund in Santa Cruz County, with
Stephen Morgan, (Sacramento: Association of California Water
Agencies, June, 1994).

Changing Patterns of Land Use Regulation: Interaction Between
Regulatory Policy and Public Revenues, Report submitted to the
National Science Foundation, October, 1984, 160 pages.

Analysis of California Public Debt, with J. J. Kirlin and W. Fishman,
(Sacramento: California Debt Advisory Commission, 1982), 83
pages.

"A Study of Police Management/Labor Relations in Los Angeles County"
prepared by Ross-Lewis and Associates for Community
Development Department of Los Angeles County, 1982 with Tom
Esensten, Steve Ward, William Lewis and Kermit Francis.

Proposition 13 and the State of California: A Preliminary Analysis of the
Impacts of the Jarvis-Gann Initiative, submitted to the United
States Department of Housing and Urban Development under
contract AU 91575, December 1978. Co-author, 151 pages.

"The Development and Use of Alternative Eligibility Criteria: The
Experience of Area Agencies on Aging" with R. Walther, Part III of
"Non-chronological Definitions of Aging." HEW-AOA 90-A-643,
January, 1978, 99 pages.

"Logit Analysis of the Impact of Title III Budgets on the Use of Eligibility Rules by Area Agencies on Aging" with Robin Jane Walther. Los Angeles: Andrus Gerontology Center, USC, Research Report No. 1, 1976, 42 pages.

A Handbook of Cost-Benefit Techniques and Applications, Part I, Washington DC: Correctional Economics Center, American Bar Association, 1975, 37 pages.

"A Conceptual Framework for Local Fiscal Analysis: Fiscal Outlook," Summary Report NSF No. 70-2346 A04 with W. Z. Hirsch, S. Sonnenblum and D. Atwater, 1974, 119 pages.

"The Impact of Police on Crime and Crime on Police: A Synthesis of Economic and Ecological Approaches," Los Angeles: Institute of Government and Public Affairs, UCLA, MR-180, 1973. 42 pages.

"A Police Service Production Function: A Measure of Police Output and Its Relationship to Police Inputs" with W. Z. Hirsch and S. Sonnenblum, Los Angeles: Institute of Government and Public Affairs, UCLA, MR- 175, 1972, 33 pages.

"A New Look at Decision Making with Regard to Government Activities" with W. Z. Hirsch and S. Sonnenblum, Los Angeles: Institute of Government and Public Affairs, UCLA, MR-173, 1972, 44 pages.

E. WORKING PAPERS

What Happens When a Large City Doesn't Have a Property Tax But Attempts to Enact One: A Case Study of Mesa, Arizona. (Cambridge, MA: Lincoln Institute of Land Policy, 2006)

"Local Government, Fiscal Autonomy, and Fiscal Stress: The Case of California". (Cambridge, MA: Lincoln Institute of Land Policy, 1999)

"The Continuing Redistribution of Fiscal Stress: The Long-Run Consequences of Proposition 13," Lincoln Institute of Land Policy, 1998.

"The Public Sector of Southern California--The \$48 Billion Gorilla," Working Paper for the Southern California Research Center, September, 1996.

"A Secondary Impact of Property Tax Relief-Rent Control." Working Paper 1981- 82/52, School of Public Administration, University of

Southern California.

"Essays in Urban Public Finance" Working Paper No. 27, School of Public Administration, University of Southern California, 1978.

"Taxation," a working paper for Courses by Newspaper, University of California, San Diego. Funded by the National Endowment for the Humanities, 1977.

"Opportunity Costs Related to Energy Availability" with D. Calderwood, S. W. Golomb and D. L. Pyke, 1975.

"The Effect of Energy Availability on Industrial Structure" with Hugh O. Hunter, 1975.

F. BOOK REVIEWS

Review of Gerald Miller, Government Financial Management Theory, in Journal of Public Administration--Research and Theory, October, 1992.

Review of E. Gramlich, Guide to Benefit-Cost Analysis and R. Schmid, Benefit-Cost Analysis in Public Budgeting and Finance, Winter, 1991.

Review of L. Summers (ed.) Tax Policy and the Economy in Public Budgeting and Finance, Summer, 1988.

Review of Helen F. Ladd and T. Nicholas Tideman (eds.), Tax and Expenditure Limitations in Public Budgeting and Finance, Spring, 1984.

Review of William Hendon, Economics for Urban Social Planning in Annals of the Western Regional Science Association, March 1979.

Review of Thomas Muller and Grace Dawson, The Final Impact of Residential and Commercial Development in Annals of the Western Regional Science Association, March, 1975.

III. TEACHING EXPERIENCE

Arizona State University, College of Extended Education, Outstanding Faculty Award, 2003.

University of Southern California, School of Public Administration Faculty Teaching Award, 1993-94; Outstanding Professor Award, Sacramento Chapter, American Society for Public Administration (1999).

A. COURSES TAUGHT

Arizona State University

- PAF 504 Public Economics
- PAF 506 Public Budgeting and Finance
- PAF 570 Urban Economics and Public Finance
- PAF 591 Urban Economic Development
- PAF 601 Policy Analysis and Evaluation

University of Southern California

- PA 313 Administration of Financial Resources
- PA 404 Statistics in Administration
- PA 410c Undergraduate Field Research Seminar
- PA 499 Undergraduate "Leadership Paths" seminar
- PA 512 Public Managerial Economics
- PA 513 Administration of Financial Resources
- PA 515 Finance Section of Budgeting Class for Judicial Administration
- PA 521 Financial Administration in Local Government
- PA 526 Seminar in Policy Analysis
- PA 550 Local Agency Debt and Cash Management
- PA 553 Core Seminar in Intergovernmental Management: The State
- PA 600 Doctoral Seminar in Public Administration Theory: Institutions
- PA 613 Doctoral Seminar in Financial Administration

PA 622 Doctoral Seminar in Urban Physical and Economic Environment

PA 626 Doctoral Seminar in Public Policy Analysis

B. SELECTED PRACTITIONER SEMINARS

Speaker, “Innovations in public finance,” Forum on Land and the Built Environment: The Next City, Neiman Foundation for Journalism at Harvard University, Lincoln Institute of Land Policy, Graduate School of Design, Harvard University. (2009)

Speaker, “Impacts of the National Recession on State and Local Finance Management and Leadership Institute Ramsey Executive Institute (2008).

Speaker, “Arizona’s Economic Forecast” GFOAz Conference (2006)

Speaker, Property Tax Summit, Boise State University, 2005

Presenter, “Taxing the Wealth of a Nation,” at the “Which Federalism” conference in Brindisi, Italy, 2003.

Presenter/Convener/Organizer—Lincoln Institute of Land Use Seminars on public/private partnerships, and public incentives for private development, 2001, 2002, 2003, 2004.

Presenter (three-days), Seminar on U.S. Taxes and Tax Policies, Bosnia/Serbia-Herzegovina series on public finance for Eastern European Program. 2000.

Principal Investigator, Developing Financial Leadership Capacities for the 21st Century, Seminar series for the California Society of Municipal Finance Officers, 1996-1999

Principal Investigator, Curriculum development and implementation for professional certificates for the California Association of County Treasurers and Tax Collectors, 1989-1999

Development and implementation of the Local Agency Financial Administration Certificate program, 1988-1996.

Curriculum development, implementation and presentation of concepts of strategic planning, USC Executive Program, 1986.

Police Officers Standards and Training Command College, 1985-1994,
Responsible for development and presentation of section on "Tools
for Fiscal Analysis".

Coordinator, Public Financial Forecasting Conference. Responsible for
program development and administration of conference, 1978-1982.

IV. PROFESSIONAL ACTIVITIES

A. ACADEMIC

Board of Editors, Public Works Management and Policy, 1996-

Advisory Board, California Senate Office of Research publication Access,
1998.

Manuscript Reviews

Public Finance Quarterly

Justice System Journal

Western Political Science Quarterly

Urban Interest

National Science Foundation

W. H. Freeman and Company

International City Managers Association

California Policy Seminar Series

Sea Grant

St. Martins Press

Johns Hopkins Press

Policy Studies Journal

Public Administration Review

Urban Studies

Nebraska Policy Studies

Journal of Urban Affairs

National Tax Journal

Economic Development Quarterly

Public Works Management and Policy

Public Policy Institute of California

Public Budgeting and Finance

Journal of Public Affairs Education

Journal of Public Budgeting, Accounting & Financial
Management

State and Local Government Review

Journal of Housing Economics

B. RECENT COMMUNITY SERVICE/PROFESSIONAL CONSULTATIONS/ ADVISORY COMMITTEES (selected)

Arizona State University Hillel Advisory Board 2006-Present

Consultant, Two-Rate Taxation and Economic Development, On-Line Video Series, Lincoln Institute of Land Policy, 2006-

Speaker, Journalist Fellowship Program, Economic Development (2006)

Fulbright Senior Specialist Roster (2005)

Evaluator of the Public Policy and Administration program at California State University, Sacramento. 2006

Summer Fellow, Lincoln Institute of Land Policy, Cambridge, MA. Summer, 2005.

Invited participant, Brookings Conference: West Toward Prosperity: Beyond Myth to a Sustainable Future, 2005

Liaison to University of Arkansas Clinton School of Public Service for Arizona State University, 2004-2005

ICMA Focus Group, 2004

Electronic Hallway Advisory Committee, 2003-2005

NASPAA Alfred M. Zuck Public Courage Award Committee, 2003-2004

Director, Public Policy Forum. School of Public Affairs, Arizona State University, 2002-2004.

Panel Convener and Moderator—Impact Fee Conference, Phoenix, 2002

Consultant (pro bono) to Rep. Henry Camarot on sales tax reform 2000-2002

“Arizona Public Finance” Arizona City Management University, 2000

Testimony, Local Government, California Commission on Local Government Restructuring, 1999

Testimony, South Dakota State Legislature, 1998

Advisory Committee, Civil Service Reform, California’s Little Hoover Commission, 1998.

Board of Directors, Access Dental Plan, 1996 - 1999

Expert Witness, Morgan, Lewis & Bockius, Orange County Case, 1996-97.

Task Force on Redevelopment Agencies Affordable Housing Reports--
California State Senate, 1997.

Governor's Task Force on Toxic Waste Site Mitigation Costs, 1995.

Advisory Committee, Sacramento City Management Academy, 1995-97

Task Force on California Fiscal Reform--California Business-Higher
Education Forum, 1994.

Board of Directors, Sacramento United Way, 1986 - 1994.

Strategic Marketing Committee, 1988-89.

Government Relations Committee, 1991-92.

Chair; Partnership Task Force, Chair, 1992-93.

Testimony, California Constitutional Revision Commission, 1994—
State and Local Finance

Testimony, California Assembly Select Committee on Restructuring
Government, 1993--Stock of Capital.

Research Evaluation Team, JurisLit Project, 1990-1994.

Testimony, Senate Commission on Property Tax Equity and
Revenue, 1990.

California Debt Advisory Commission, Review Subcommittee, 1989.

C. PROFESSIONAL SOCIETIES--ACTIVE MEMBERSHIP

Arizona Economics Round Table (elected 2007)

American Society of Public Administration

Board Member, Arizona Chapter, 2001- 2004

Member, Executive Board of Los Angeles Metro Chapter,
1980-82.

Member, Executive Board of Sacramento Chapter, 1983,
Secretary, 1984-85.

ASPA Section on Budgeting and Financial Management.

Regional Coordinator, 1984
Working Groups 1984-85: Core Skills ; Curriculum Design

National Tax Association
Vice-chair, Local Non-property Taxation Committee, 1989-91
Chair, 1991-93.

American Economic Association

Association of Public Policy and Management

Government Finance Officers Association