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CSG’s Annual State Trends and Leadership Forum—Oklahoma City, OK
General information and registration for CSG’s Annual Meeting coming up Nov. 11–14, 2007

Boot Camp for Leaders—2007 Toll Fellowship Program
Biographies and fun facts for this year’s Toll Fellows

Not Too Hot to Handle
States Warm Up to Actions on Climate Change
By Doug Myers

Lessons Taken to Heart
Utah Legislator Credits Healthy States Policy Meeting for Lifestyle Changes
By Tim Weldon

Research Fuels Economy
EPSCoR Helps Stir Economic Development In Nebraska
By F. Fred Choobineh and Pete Kotsiopulos
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Meetings and conference activities of CSG, its affiliates and other associations

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A look back in time
This Month in the NEWS

Legislator Policy Briefs

The Healthy States Initiative soon will be publishing new Legislator Policy Briefs and Talking Points. The briefs and talking points focus on adolescent immunizations, aging issues, asthma, HIV testing and tooth decay.

Past briefs have covered issues such as Chlamydia, stroke, vaccination exemptions and smoking. View all the briefs through www.csg.org.

In Memoriam

Lois M. Murphy, a longtime employee of The Council of State Governments, died last month in Lexington, Ky.

Murphy worked as an assistant secretary to the CSG executive director, then as executive assistant to the executive director, for 32 years, from March 1, 1957 to Feb. 28, 1989.

“Lois was a pillar of knowledge, professionalism and continuity for CSG for many years,” said Daniel M. Sprague, CSG executive director. “She touched the lives of scores of CSG governor presidents and legislative chairs. We are deeply indebted to her for many years of distinguished service to CSG.”

As executive assistant, Murphy was responsible for the day-to-day operations of the executive director’s office, was a liaison for all departments in headquarters as well as the branch offices in the four CSG regions, and assisted in arranging meetings of the executive committee and board of directors, as well as the conferences for governors and state legislators.

Prior to joining CSG, Murphy worked at Container Corporation of America in Chicago. Murphy was also a volunteer at St. Joseph Hospital in Lexington for more than 15 years.

She graduated from Marygrove College in Detroit with a BA in Spanish and Education.

Question:

What two states were part of Virginia until they were admitted as states? Which of the states was admitted first?

To find the answer, log onto CSG’s Web site at www.csg.org!
Healthy States Initiative Addresses Childhood Obesity

The Council of State Governments’ Healthy States Initiative has had a busy summer, conducting four conferences across the country on a variety of pressing public health topics.

The Initiative sponsored the Healthy States Policy Academy on the Prevention of Childhood Obesity in Hilton Head, S.C., July 10–12. Thirty-seven state legislators attended the meeting, which featured sessions about how policymakers are trying to make an impact on childhood obesity through coordinated school health programs, school wellness policies, physical education and even community design.

Two featured speakers at the policy academy—Dr. Margo Wootan, director of nutrition policy at the Center for Science in the Public Interest, and Robert Earl, senior director of nutrition policy for the Grocery Manufacturers/Food Products Association—discussed both mandatory and voluntary guidelines regulating how food is marketed to the country’s youngest consumers.

To view their presentations, and those of other experts and legislators who presented, visit: www.healthystates.csg.org/Events+and+Conferences/Healthy+States+Policy+Academy.htm.

Presentations from the other conferences and workshops are available on the Healthy States Web site. These include:

- The May Healthy States Policy Development Workshop, an invitation-only event at the Centers for Disease Control and Prevention in Atlanta. The event was for legislators working in the areas of aging, health disparities or community approaches to wellness.
- The June Healthy States Public Health Roundtable with the CDC, where legislators learned how to become more effective public health champions and how the CDC can help them.

Speakers’ presentations from both conferences are available at: www.healthystates.csg.org/Events+and+Conferences/.

CSG, Urban Institute Study Study Government Performance

How well is your state serving its residents?

The Council of State Governments, in partnership with the Urban Institute, will be working to answer that question through a project funded by the Alfred P. Sloan Foundation.

The project will look at performance measures across states to provide residents and elected officials with a solid basis on which to assess their state agencies and encourage improved practices and outcomes.

Tracking what residents are getting for their money has become a major task for government agencies, including state governments. Citizens and government officials want to know if their dollars are being used in the most efficient, effective manner possible when providing services. Residents increasingly care about the quality of services provided to them by their state government.

Obtaining sound information on progress in achieving government missions is an important tool for achieving accountability and for pointing agencies to continuing improvement efforts in the delivery of services to the public. State comparative data would provide the public and elected officials, as well as executive branch managers, with a solid basis on which to assess their state agencies and encourage improved practices and outcomes.

CSG and UI will develop, test and implement an ongoing process whereby data on important state service outcomes will be collected, analyzed and reported annually to the states and residents.

The work will be done under the guidance of a steering committee and service working groups consisting of state government representatives and the public. The first steering committee meeting will be held in October.

To learn more about this project or to participate, contact Jennifer Burnett at jburnett@csg.org.
Kaiser Report Reviews Medicaid Integrity Program

A new report by The Kaiser Commission on Medicaid and the Uninsured has found the federal Medicaid Integrity Program has brought substantial new resources to ensure program integrity in Medicaid, which covers health and long-term care services to more than 50 million low-income children, parents, seniors and people with disabilities.

The report, released in June, reviewed the program that Congress created in 2006 within the Centers for Medicare and Medicaid Services (CMS). The creation of the program offers an opportunity for the federal government to increase its commitment to promoting the efficiency, effectiveness and integrity of Medicaid.

Other findings in the report include:

- Program integrity is central to program management and ensuring a program's effectiveness and efficiency.
- The program integrity challenges facing Medicaid mirror those facing the health insurance system nationwide.
- Responsibility for ensuring Medicaid program integrity is shared between the federal government and the states.
- Quality of care is a significant program integrity issue.
- Targeting high-risk areas would help employ limited resources most effectively.

To learn more, or to read the full report, visit http://www.kff.org/medicaid/upload/7650.pdf.

States Enact 170 Immigration-Related Bills

Legislatures in all 50 states considered a combined 1,404 bills as of July, as immigration-related introductions jumped more than 240 percent over last year. The legislation encompassed a wide range of policy areas, including education, employment, human trafficking, law enforcement and public benefits.

Among the new laws:

- Arizona passed legislation prohibiting employers from hiring undocumented workers. It requires all employers to use the Basic Pilot Program, and businesses that don’t comply face suspension or revocation of their business licenses.
- Illinois passed legislation that prohibits employers from enrolling in the Employment Eligibility Verification System until the system meets certain accuracy criteria. That bill is pending gubernatorial approval.
- An Arkansas resolution requests the federal government to develop a guest worker taxation system to provide basic health care to guest workers.
- Oregon passed a law making it illegal to perform any immigration consultation without active status in the Oregon Bar.

### State By State Summary of Achievement Since 2002

<table>
<thead>
<tr>
<th>State</th>
<th>Reading Elementary PP ES</th>
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**Legend:**
- **PP** = Percentage proficient
- **ES** = Effect size
- **↑** = Moderate-to-large gain
- **↓** = Moderate-to-large decline
- **•** = Slight gain
- **=** Slight decline
- **=** Not enough years of data (only 1-2 years) to determine trend
- **=** Data not available
- **=** Effect size confirms percentage proficient trend
- **=** Effect size contradicts percentage proficient trend

Table reads: In Connecticut, the percentage of students scoring at the proficient level or above on state reading tests has decreased slightly since 2002 at the elementary grade analyzed for this report. When measured in terms of effect size, achievement in elementary-level reading has also decreased during that period, confirming the percentage proficient trend. In high school reading, however, percentages proficient increased slightly but effect sizes declined, contradicting the percentage proficient trend.

**Source:** The Center on Education Policy released June 5 the first report to analyze state tests and find that reading and math scores have improved since the enactment of No Child Left Behind in 2002. This table is part of that report, titled “Answering the Question That Matters Most: Has Student Achievement Increased Since No Child Left Behind?” The report used testing data from all 50 states and addresses two key questions in the debate surrounding NCLB: Has student achievement increased and have achievement gaps narrowed since NCLB was enacted in 2002? The full report is available at www.cep-dc.org.
PLEASE JOIN US IN ...

Oklahoma City 2007
Annual State Trends & Leadership Forum

The Council of State Governments
Nov. 11–14, 2007

Photos courtesy OKC Convention & Visitors Bureau
CONFERENCE REGISTRATION

Registering
You can register for the conference by visiting the “Meetings” area of the CSG Web site (www.csg.org) and completing the online registration form. If you prefer to fax in your registration, you can download forms from the CSG Web site. Please fax registrations to (859) 244-8117. If you have any questions regarding registration, please contact CSG at (800) 800-1910 or e-mail registration@csg.org.

Rates
Registration rates for the Annual 2007 meeting are below. If you have questions regarding your rate, please contact CSG at (800) 800-1910 or registration@csg.org. Please note that rates increase closer to the meeting, so register as early as possible to receive the lowest rate. If you register via mail, note that your rate will be based upon the date your form is postmarked.

<table>
<thead>
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<th></th>
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<td>$350</td>
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<td>Media &amp; Children under 18</td>
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</table>

Cancellations
All cancellations must be received in writing and a cancellation penalty may apply. Please visit www.csg.org for complete cancellation policies and fees. Notices of cancellation can be e-mailed to registration@csg.org or faxed to (859) 244-8117. Cancellations are also accepted via postal mail—National Meeting Registration, CSG, 2760 Research Park Drive, Lexington, KY 40511.

HOTEL RESERVATIONS

Location
CSG will be hosting the 2007 Annual State Trends and Leadership Forum at the Cox Convention Center located in downtown Oklahoma City. In order to accommodate meeting participants, CSG has secured room blocks at the Renaissance Hotel Oklahoma City and the Sheraton Hotel Oklahoma City for November 11–14. Both properties are located directly across the street from the convention center.

Reservations/Room Block/Rates/Cancellations
Space at both the Renaissance and the Sheraton is limited and will be reserved on a first come, first serve basis. Attendees will be responsible for making their own hotel accommodations by contacting the hotels directly at the numbers listed on the following page. All room cancellations or changes to arrival/departure dates must be made directly with the hotel.
Conference Hotels

The Renaissance Oklahoma City Convention Center Hotel
10 North Broadway, Oklahoma City, OK, 73102
Marriott Rewards Category: 4
Rate: $189.00+ 13.88% room tax = $215.23
Check-In: 3:00 PM—Check-Out: 12:00 PM

Experience the Renaissance of Oklahoma City, the premier luxury Oklahoma City hotel in the heart of downtown. Conveniently located near Bricktown Canal and Entertainment District, Bricktown Ballpark, OKC National Memorial, Cox Business Service Convention Center and Ford Center Arena. The only four-diamond downtown OKC hotel, it is a place of style and class, and boasts a uniquely upscale ambiance. Services include a full spa, coffee shop offering Starbucks, 24 hour room service, and a world-class executive chef. Experience the Renaissance of Oklahoma City.

For Reservations Call: (800) 859-6877*
*Credit card information will be required in order to guarantee reservations.
Name of Room Block: 2007 CSG Annual Meeting
Hotel Cut off Date: Oct. 12, 2007**

**All reservations must be made prior to Oct. 12, 2007. After this date, CSG can no longer guarantee availability. Cancellation: Room cancellations must be made 48 hours prior to arrival date in order to avoid one night’s room charge plus tax.

The Sheraton Oklahoma City
10 North Broadway, Oklahoma City, OK, 73102
Starwood Preferred Guest Category: 3
Rate: $159.00+ 13.875% room tax = $181.06
Check-In: 3:00 PM—Check-Out: 12:00 PM

At the Sheraton Oklahoma City, you will be connected and comfortable. Because of this, take time to relax, enjoy and unwind in one of the 395 newly renovated Bricktown hotel guest rooms. The Sheraton in Oklahoma City provides guests with unsurpassed service and amenities not offered by any other Oklahoma City hotel. The Sheraton in Oklahoma City puts you in the heart of this exciting city and provides you with all necessary facilities for an amazing trip. Unlike most other Oklahoma City hotels, the Sheraton in Oklahoma City offers newly enhanced guest rooms and suites that feature modern conveniences and the comforts of home. Guests can enjoy the best night’s sleep in Sheraton Sweet Sleeper beds, and you’ll be within walking distance to most of the city’s major attractions!

For Reservations Call: (800) 325-3535*
*Credit card information will be required when calling in to make reservations.
Name of Room Block: 2007 CSG Annual Meeting
Hotel Cut off Date: Oct. 12, 2007**

**All reservations must be made prior to Oct. 12, 2007. After this date, CSG can no longer guarantee availability. Cancellation: Room cancellations must be made five days prior to arrival date in order to avoid one night’s room charge plus tax.

ATTIRE
The average high for November is 60° - the average low is 38°. The dress for all meetings is business casual.

THINGS TO DO
For a complete list of local attractions, visit the Oklahoma City Convention & Visitors Bureau at www.okccvb.org.
PRELIMINARY AGENDA
(as of 7/26/07)

Sunday, November 11, 2007
10 a.m.–6:30 p.m. Registration
3–4 p.m. Dues Subcommittee
3–5 p.m. Technology Working Group (members only)
3–5 p.m. Alzheimer’s Issues Workshop
4–5 p.m. Associates Advisory Committee
4–5:30 p.m. Finance Committee
5–6 p.m. Newcomers’ Reception
6–8 p.m. Governor’s Welcome Reception (Oklahoma History Museum)
(Shuttle tours to the capitol will be available)

Monday, November 12, 2007
7 a.m.–6 p.m. Registration
7–8:15 a.m. Buffet Breakfast
8:30–10:30 a.m. CSG Expo Hall Open
8:30–10:30 a.m. Health Policy Task Force: Business Meeting and Roundtable Discussions
8:30–10:30 a.m. Public Safety and Justice Task Force: Business Meeting and Roundtable Discussions
8:30–10:30 a.m. Education Policy Task Force: Business Meeting and Roundtable Discussions
8:30–10:30 a.m. Workshop: Solar Energy
10:30 a.m.– Noon Opening Plenary (Veterans Day Recognition)
Noon–3:30 p.m. Strategic Planning Committee
Noon–1 p.m. CSG Expo Hall Opening Luncheon
1–1:30 p.m. Dessert (served in Expo Hall)
1–5 p.m. CSG Expo Hall Open
2–3:30 p.m. Workshop: Centers for Disease Control
2–3:30 p.m. Energy & Environment Policy Task Force: Business Meeting and Roundtable Discussions
2–3:30 p.m. Workshop: Education Policy Topic TBD
2:30–5:30 p.m. Committee on Suggested State Legislation (SSL): Part I
3:30–5:30 p.m. Annual Meeting Committee
5:30–6:30 p.m. Toll Fellows Alumni Reception (by invitation only)
5:30–6:30 p.m. National Hispanic Caucus of State Legislators (NHCSL) Reception
6:30–10 p.m. Oklahoma Host State Reception (Skirvin Hotel)

Tuesday, November 13, 2007
7 a.m.–6 p.m. Registration
7–8:15 a.m. Buffet Breakfast
8:00–10:30 a.m. CSG Expo Hall Open
8:30–10:30 a.m. Energy & Environment Policy Topic TBD
8:30–10:30 a.m. Health Policy Task Force Policy Topic TBD
8:30–10:30 a.m. Public Safety & Justice Task Force Policy Topic TBD
10:30–11:30 a.m. Plenary II (Speaker - TBD)
11:30 a.m.–12:30 p.m. Appetizers Sponsored by the Expo Hall
12:30–2 p.m. Awards Luncheon
2–4 p.m. CSG Expo Hall Open
2–4 p.m. Workshop: Health Information Technology
2–4 p.m. Workshop: Energy Topic TBD
2–5 p.m. Committee on Suggested State Legislation (SSL): Part II
2–4:30 a.m. Intergovernmental Affairs Committee
3:30–5:30 p.m. Midwestern Legislative Conference (MLC) Executive Committee Meeting
5:30–6:30 p.m. Eastern Regional Conference (ERC) Reception
5:30–6:30 p.m. Midwestern Legislative Conference (MLC) Reception
Honoring Kim Koppelman, North Dakota 2008 National CSG Chair
5:30–6:30 p.m. CSG-WEST Reception
5:30–6:30 p.m. Southern Legislative Conference (SLC) Reception
9 p.m.–Midnight 2008 Omaha Reception

Wednesday, November 14, 2007
7 a.m.–3 p.m. Registration
7–8:30 a.m. Buffet Breakfast
9–11:30 a.m. International Committee
9–11:30 a.m. Workshop: Topic TBD
Sponsored by Financial Services Working Group
9–11:30 a.m. Workshop: Topic TBD
Interbranch Working Group
9–11:30 a.m. 21st Century Foundation (members only)
Noon–1:30 p.m. Closing Plenary & Luncheon (Speaker - TBD)
2–4:30 p.m. Governing Board/Executive Committee
2:30–5:30 p.m. Field Studies and Technical Tours
6:30–9:30 p.m. Oklahoma Host State Closing Dinner
National Cowboy and Western Heritage Museum
Hotel reservations may be made online at www.csg.org. Invoicing for meeting registrations will begin on the date of registration. All cancellations must be received in writing and a cancellation penalty may apply. For complete information regarding programming, accommodations, registration cancellations, or special assistance needs, please visit www.csg.org or call (800) 800-1910.

Please print. Duplicate this form for multiple registrations.

Name ___________________________________________________________________________________________________________________

Title (as it is to appear on your badge) ______________________________________________________________________________________________

Organization _____________________________________________________________________________________________________________

Address _________________________________________________________________________________________________________________

City __________________________________________________________ State _________________________ Zip _____________________

Office Phone (_____) ________________________________________ Fax (_____) ________________________________________________

Home Phone (_____) ________________________________________ E-mail _____________________________________________________

Guest/Spouse (if attending) ________________________________________________________________________________________________

☐ Please check if this is the first time you have attended a CSG Spring or Annual meeting.

Attendee Categories and Fees
(Please check the appropriate box. Payment must accompany registration.)

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The Henry Toll Fellowship helped me identify my own leadership strengths, work more effectively with my colleagues and strengthen my relationship with the media.

• Henry Wolcott Toll, a Colorado senator from 1922 until 1930, was a Harvard educated lawyer who founded The Council of State Governments in 1933.

• The Toll Fellowship Program was begun in 1986 to equip talented state policymakers with the skills and strategies to meet future challenges.

• This year’s program will include sessions dedicated to improving leadership skills, dealing with the media and team-building.

• The Toll Fellows Program is in its 21st year.

• Among the graduates of the Toll Fellow program are current members of Congress, lieutenant governors, secretaries of state, attorneys general, state treasurers and judges.

• Each year’s program includes a session addressing pressing policy issues and trends shaping governance on the state level. Previous topics discussed have included immigration and the aging population.

• Past Toll Fellow session leaders have included nationally renowned media expert Arch Lustberg, pollster John Zogby, former Kentucky Gov. Martha Layne Collins and former Arkansas Gov. Mike Huckabee.

• The Toll Fellows Program is an “intellectual boot camp” where participants gain valuable insights and perspectives not readily available in the course of everyday public service.

• The Toll Fellowship is one of the nation’s most prestigious leadership development programs, and the only one open to officials from all three branches of state government.

• Each year 40 of the most impressive state leaders—10 from each of CSG’s regions—are selected to participate in the five-night, six-day program.

• The Toll Fellowship Program is located in Lexington, Ky.—the heart of Bluegrass horse country.
Sen. Philip Bartlett  Maine

Building consensus and sharing responsibility have become vital tools of the trade for Maine state Sen. Philip Bartlett. During his first term in office, Bartlett faced a difficult budget issue which required a small group of his colleagues to develop a plan to cut nearly $125 million in spending to remove a controversial borrowing proposal from the budget.

“I quickly learned there is no limit to what you can accomplish if you are willing to let others take the credit,” he said. “By letting other colleagues in both parties dominate the public discourse, we were able to build consensus around our proposal.”

Lessons like these have helped Bartlett in his position as chair of the Utilities and Energy Committee.

“By working toward compromise but also building support to move legislation forward even if consensus proved unachievable, I have been able to keep parties at the table,” he said, “and strengthen the committee process by ensuring that it cannot be driven to a halt by a few divisive members.”

Bartlett was motivated to return to Maine after law school, but found the state offered few job opportunities and low salaries.

“This motivated me to pay more attention to politics and to search for ways to enable more of the people who so love the state to live, work and raise their families here,” he said.

FAST FACTS
Cum laude graduate of Harvard Law School  •  Former volunteer at Mission Possible Teen Center  •  Married with three dogs: Joe Pete, Miss Otis and Milton

Mark Brainard  Delaware

Public-private partnerships are of particular interest to Mark Brainard, chief of staff to Delaware Gov. Ruth Ann Minner.

As the federal government continues to shift costs to state and local governments, Brainard said, leaders must determine how to do more with less.

“Leaders at the state level will be forced to identify new and creative ways to provide services, develop partnerships with other public entities or the private sector and find efficiencies in current programs to meet the growing need to provide core services,” he said. “Innovation, creativity and the competitive drive that have served the private sector so effectively will be necessary to keep state governments effectively responsive to their citizens.”

Brainard has worked in both the executive and legislative branches of government. He said his decision to enter this field was influenced by the personal and professional satisfaction he derives from serving the public through government service.

“Working on behalf of the public good, particularly those segments of the population that typically are not empowered to work on their own behalf because of economic or social status not only benefits the disenfranchised;” he said, “but equally important, builds stronger communities.”

FAST FACTS
Graduate of the first class of CSG’s Eastern Legislative Academy  •  Began his working life as a sales associate for Sears and Roebuck  •  Obtained his Juris Doctorate from Widener University School of Law in 1994

Rep. Michael Brunelle  New Hampshire

Freshman Rep. Michael Brunelle was selected by his House colleagues from Manchester to serve as chair of the Manchester delegation. He is executive director of his local political party and deputy political director for the state party. And he’s only 22 years old.

Brunelle attributes his success at such a young age to teachers and elected leaders in Manchester.

“Their guidance and dedication to a troubled, misguided young man who had great potential is what drives me today to give back to the community that has provided me with the opportunity to once again thrive and successfully achieve anything I undertake,” Brunelle said.

Outside state policy trends, Brunelle is especially interested in United States world trade policy.

“The world’s economies are beating America to the punch,” he said, “and the result has been that our country has become heavily invested in and dependent on global markets while simultaneously falling behind in terms of innovation and the production of goods and services.”

This self-proclaimed high school underachiever graduated from the University of New Hampshire with a 3.8 GPA and was elected twice as student body president at UNH-Manchester.

FAST FACTS
Eucharistic minister at the Parish of the Transfiguration since January 2005  •  Led a current events topic discussion at Hillcrest Terrace Retirement Home  •  Made the New Hampshire Union Leader/Ocean National Bank Top “Forty leaders under 40” list for New Hampshire leaders
Secretary of State Lorraine Cortes-Vazquez  New York

Lorraine Cortes-Vazquez is the first Latina to hold the position of secretary of state in New York—but, as a colleague said, “her accomplishments extend far beyond the boundaries of any particular community.”

Cortes-Vazquez said she tries to uphold Mahatma Ghandi’s philosophy that one should “be the change you want to see in the world,” and this led her to public service.

“Early in my professional career, as a community advocate, I recognized that to change systems and policies, you had to have access to the systems that needed to change,” she said. “Fortunately, I was recruited early in my career to serve in Mayor Koch’s new administration. It has been my goal since to ensure that governmental systems are accessible to all New Yorkers.”

Before she was nominated as secretary of state, Cortes-Vazquez was vice-president of government and public affairs at Cablevision Systems Corporation, one of the largest cable and entertainment companies in the United States. From 1998-2004 she served as president of the Hispanic Federation, and in 2001, she was appointed to the New York Board of Regents, a position she held until this year.

FAST FACTS
Married to Louis M. Vazquez, mother of Michael and grandmother of Michael and Mark  •  Held positions working with children, young people and senior citizens in East Harlem  •  Past executive director at ASPIRA, the oldest and largest nonprofit group dedicated to education and leadership development in young Latinos

Jennifer Davis  Delaware

Jennifer “J.J.” Davis can manage money.

Davis, who works as director of the Delaware Office of Management and Budget, is responsible for the overall coordination and development of the governor’s annual $3.2 billion operating budget and more than $500 million capital budget.

As a former deputy secretary of education in Delaware—and a mother—Davis said she has developed a “keen interest in improving public education.”

“The old way of teaching is no longer relevant,” Davis said. “The classroom of the future will need to be more global and technologically advanced so we can continue to build on the foundation of our future: our children.”

Davis said her father, a career civil servant who worked as a legal counsel for the federal government, instilled in her the desire to work in the public sector.

“He consistently reminded me as I grew up the importance of giving back to the community and making a difference in people’s lives,” she said. “He truly believed one of the best ways to demonstrate your commitment to others was to work for the government. He also strongly valued hard work, dedication and a commitment to quality work through objective and critical analysis.”

FAST FACTS
Participated in a dual degree program at Penn State which allowed her to receive a masters’ of science in policy analysis and a bachelor of arts in political science  •  Led and managed the eventual creation of the Office of Management and Budget  •  Colleagues say she possesses contagious energy and is infectious with enthusiasm

Rep. John Keenan  Massachusetts

Massachusetts state Rep. John Keenan has spent 13 years of his life in public service—two years as assistant district attorney, eight as city solicitor and the past three as a state representative on the Judiciary, Tourism and Energy committees.

“As a state representative, I have become a recognized state leader on tourism issues and have been on the front lines dealing with criminal justice policy in our state,” he said, “including legislation on drunk driving, sex offenders and capital punishment.”

Of particular interest to Keenan is criminal re-entry, the judicial system and sex offender management, especially related to the Internet.

“The Internet is a particular challenge,” he said. “Although it is a wonderful tool for innovative economic growth, it has also, unfortunately, become a tool for sexual predators.”

Keenan said one of the most interesting parts of his job is learning something new every day.

“Whether a technical debate on stem cell research and science or moral deliberations on the death penalty, every issue is a chance for me to learn and grow as a legislator, a public servant and a person,” he said. “Through that education I have become a better representative for my constituents.”

FAST FACTS
Harvard graduate and member of the Harvard football team  •  Consistent participant in the Pan Mass Challenge, an annual 192-mile bike ride to raise money for the Dana Farber Cancer Institute  •  Cum laude graduate of Suffolk University Law School

The Council of State Governments www.csg.org
Sen. Ruth Hassell-Thompson  New York

New York Sen. Ruth Hassell-Thompson is, above all, trustworthy.

“By leading through example on controversial issues or unpopular stances, I have shown my conference and my constituency that I am true to my word,” she said. “A lack of tolerance for providing information that is wanted rather than what is real has proved to my colleagues and community that I can be trusted.”

Hassell-Thompson’s policy interests include campaign finance reform. New York state’s limit on campaign contributions is the highest in the nation—more than 10 times the federal limit.

More than 99 percent of the public does not contribute to campaigns,” she said. “We must work diligently to take away the pernicious effect that wealthy patrons have on state officials.”

Economic stratification and political marginalization motivate Hassell-Thompson to participate in public service. One major factor that influenced her decision to enter politics is the opportunity to be a “voice for those within my community whose voices cannot be heard over the screams of wealthy corporations, privilege, greed, and racial and class bias,” she said.

According to Hassell-Thompson, government has big shoes to fill, especially with today’s changing paradigms.

“Government can adopt policies that create affordable units rather than institutionalizing homelessness, and make strides on the issues of hunger, obesity, diabetes and domestic violence,” she said.

FAST FACTS
Represents part of the Bronx and Westchester counties  • Recipient of the Sojourner Truth Racial Justice Award  • Married mother of two and adoring grandmother

Rep. Helen Head  Vermont

Third-term Vermont Rep. Helen Head is very aware of generational issues facing her state. She lost her uncle and mother-in-law to Alzheimer’s disease in the past three years and also is the mother of two teenagers.

“Our rapidly growing older population is already creating challenges and opportunities in our educational and transportation systems, workplaces and in leisure activities,” she said. “The population also needs special attention in housing development and expansion of end of life care.”

Head is the chair of the General, Housing and Military Affairs Committee. Under her leadership, the committee has passed legislation to secure job retention and has increased benefits for Vermont National Guard members, added consumer protections for mobile home owners and supported Vermont’s entrepreneurial ventures.

“My workload has increased exponentially with the need to plan committee time and stay on top of the committee’s issues—before, during and after they leave our room,” said Head.

But, according to Head, the challenges are part of being a good public servant.

“My paternal grandfather, John W. Head, was a Kentucky state legislator in the 1960s,” she said. “The importance of good citizenship and the importance of community service were messages I received through childhood.”

FAST FACTS
Co-founder of the New Hampshire Coalition Against Domestic Violence and Sexual Assault  • Currently a nonprofit planning and development consultant  • Motivated by the need to give back to her community through public service

Sen. Terrence Nelson  Virgin Islands

Sen. Terrence Nelson’s district will face unique challenges, compared to some members of this year’s Tolls class.


The free trade status agreements are with the incorporated United States of America, Nelson said, and that would not include the Virgin Islands.

“Due to our unincorporated status, we will be prohibited from trading directly with our Caribbean neighbors and pay higher costs for commodities because of additional transportation costs,” Nelson said. “Federal policies are restricting use of our natural resources such as fishing waters and use of local beaches.”

Nelson’s history in public service dates back to his teaching career, when he was elected nine times as Teacher of the Year and was a two-time nominee for Who’s Who Among American Teachers.

“As a teacher for nine years, I helped shape the minds and behaviors of many students,” he said. “As an activist, I have organized numerous protests and demonstrations to demand responsible and accountable governance and public service.”

Nelson said a public official’s responsibilities are weighty.

“Government’s primary responsibility is to provide the infrastructure and services to enable public, private, corporate and individual citizens to exist comfortably in a society.”

FAST FACTS
Proud father of four children  • First Rastafarian chosen as a representative by the people of St. Croix  • Motto: “Positive is how I live”

Chelsea Turner  Connecticut

Giving a voice to members of disenfranchised groups—like people with disabilities, those who are homeless and those who struggle with HIV/AIDS—are among the ways Chelsea Turner, the policy and legislative affairs liaison for Connecticut Gov. Jodi Rell, contributes to her state’s government.

By working as a lobbyist for a firm that represents nonprofit organizations, Turner said she has been able to “penetrate barriers between political parties and various branches of government and at the same time, facilitate compromise and build consensus.”

Building consensus and sharing ideas among states is critically important to Turner, who has developed long-standing relationships with Connecticut legislators on both sides of the aisle.

“While each state has its own individual set of laws, many of the overarching policy concerns we are facing are the same,” she said. “With the network of colleagues I hope to develop through the Toll Fellowship program, I will have the opportunity to discuss and debate issues as well as government policy and administrative procedures.”

Currently, Turner covers the Judiciary, General Law, Veterans’ Affairs, and Public Health and Aging committees for Rell and is responsible for helping develop and advance the governor’s legislative agenda.

FAST FACTS
Participated in the Presidential Classroom program in D.C. as a high school junior  • Has worked as a lobbyist and campaign manager, and as a legislative fellow for the Connecticut Office of Legislative Research
Rep. Brenda Clack **Michigan**

Third-term Michigan Rep. Brenda Clack has one major goal in the legislature: Impact the lives of Michigan’s residents. Her service on four major committees—Health Policy, Education, Families and Children’s Services (for which she is chairman), and New Economy and Quality of Life—helps her to achieve that goal.

“I feel compelled each day to impact lives by approving good legislation and introducing legislation to not only impact my district, but the state,” Clack said.

But she knows there will be challenges.

One goal is to improve the lives of children in foster care and those in transition, as well as providing better health care for all Michigan residents.

“Band-aiding health care is unconscionable today,” she said. “I have introduced proactive legislation to address the issues of higher health costs.”

A former teacher, Clack has always been interested in government. She’s also active in many civic and service organizations.

“Volunteering was also a component for preparing myself for the political arena,” said Clack.

She organized the Anti-Violence Task Force comprised of community, business and religious leaders. The group has gained citywide attention as it strives to increase neighborhood awareness.

**FAST FACTS**

- Is a life member of the NAACP
- Co-chaired the Michigan Legislative Black Caucus’ commemoration of the Brown vs. Board of Education’s 50th anniversary celebration
- Received the Crime Victim Advocate of the Year by Flint’s prosecutor, David Leyton, and the Service Educator Award from Connect Michigan Alliance

Sen. Tarryl Clark **Minnesota**

Less than a year after she was elected to the Minnesota Senate, Tarryl Clark’s colleagues in the majority caucus selected her as assistant majority leader.

Her goal, along with Majority Leader Lawrence J. Pogemiller, is “to return the Senate to a more productive and bipartisan institution.”

Clark said she and Pogemiller have made great strides toward that goal through a number of actions, including working well with the minority caucus and setting a public tone of productivity and policy over politics.

That’s important as Minnesota faces many challenges.

“Leadership from elected officials will be needed to keep our communities working together and moving forward, rather than tearing themselves apart,” said Clark.

The desire to help strengthen communities was one factor in her decision to enter public office after years as an advocate for families, seniors and veterans.

“Obviously, this larger goal is influenced by numerous smaller goals,” said Clark. “One of the most important is to stem the growing tide of polarization in our communities, our institutions and our elected officials.”

She hopes to work as an elected official toward solutions, “instead of attempting to harvest conflict.”

**FAST FACTS**

- Was a member of the 2006 Bowhay Institute for Legislative Leadership Development
- Was executive director of the Minnesota Community Action Partnership
- Was chief author of legislation to expand early childhood education

Sen. Timothy Grendell **Ohio**

First-term Ohio Sen. Timothy J. Grendell had a close role model to motivate him to run for public office: his wife, Diane.

Grendell was elected an Ohio state representative in 2000, succeeding his wife, who had served for eight years.

“During that time, I saw her help individual constituents with state-related issues and make major policy changes for the good of all Ohioans,” Grendell said. “Her public service inspired me to enter public service, and it has been extremely rewarding.”

Grendell was elected to the Ohio Senate in 2004. He successfully led the effort to eliminate a proposed $5 use fee at state parks and has led the fight against E-check, an emissions testing program.

A practicing attorney, Grendell has also spearheaded passage of legislation dealing with complex issues such as tort reform, eminent domain, medical malpractice and state tax reform. He’s also helped lead efforts to rein in state spending and the burgeoning state bureaucracy, and considers education a priority.

“School districts face a squeeze, plus the prospect for financial catastrophe—if the state doesn’t act to address the projected massive shortfall in the next decade,” Grendell said.

**FAST FACTS**

- Serves on the Judiciary-Criminal Justice, State and Local Government and Veterans Affairs (SLGVA), and Energy and Natural Resources committees
- Worked as a baseball and softball umpire while in college
- Is a former Judge Advocate General and served as a military prosecutor for one year at Fort Hood, Texas
**Sen. Mattie Hunter** **Illinois**

A major reason Sen. Mattie Hunter entered public service was her desire to improve the quality of life for individuals and families. “I recognize the vast disparities that still exist between upper- and lower-class individuals and primarily minority and majority communities,” said Hunter. “I am passionate about reducing those inequalities through the legislative process.”

Hunter, who represents Illinois’ third district, is interested in issues that illustrate that desire. She sponsored bills in the 94th General Assembly to improve access to health care, and plans to work with colleagues during the 95th session to support new health care and educational initiatives. She also has an interest in economic development. “I want to continue the entrepreneurial spirit of Black Chicago,” she said.

African-American business ownership is at an all-time high in the U.S. today, according to Hunter. “I am interested in continuing to bring grocery stores, specialty shops, residential buildings and hotels to my community,” she said. “Bringing jobs and minority-owned small businesses into a community will deliver an economic boost to the local community and will help to close the wealth gap between African-Americans and Caucasians in Chicago.”

**FAST FACTS**
Has been involved in international activities, such as a China Tour-Trade Mission in 2003  •  Developed and managed a shelter for battered women and children, and trained drug and alcohol counselors  •  Is a former administrator for the city of Chicago

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**District Court Judge David L. Knutson** **Minnesota**

Minnesota District Court Judge David L. Knutson only had to look to his father for inspiration to enter public service. “It was clearly his example of serving people and making a positive impact in the lives of others that compelled me to enter the same professions and to serve as a district court judge,” Knutson said of his father, who was also a lawyer and state senator. “His focus was on serving individuals and not himself.”

Knutson represented Minnesota’s District 37 from 1993 to 2004. He was appointed to the district court bench by Gov. Tim Pawlenty in 2005. “As judges, we will face challenges in the coming years of having to do more with less by processing an ever-increasing caseload without significant new resources or new employees,” said Knutson.

That relates to a public policy issue that draws Knutson’s concerns—maintaining public confidence in government and elected officials. “The courts are specifically challenged to maintain the perception and reality of fairness and impartiality in the face of increasing involvement of special interest and big money in contested elections,” Knutson said. “There has always been cynicism and apathy toward government, but as we see increasing divisiveness in society and less agreement on public goals and priorities, cynicism and apathy continue to grow.”

**FAST FACTS**
Was a Bowhay Institute for Legislative Leadership Development fellow in 1999  •  Received the YMCA Distinguished Volunteer Award in 1999  •  Selected as Legislator of the Biennium by the Minnesota Retailers Association in 2002

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**Rep. John Lesch** **Minnesota**

John Lesch wears two hats in Minnesota. As a state representative, he is actively involved in developing policies for the state. He’s also an assistant city attorney in St. Paul, with his primary focus being the prosecution of domestic assault cases.

“In this role, I am able to see the impact of state policy where ‘the rubber hits the road’ of its acute implementation,” he said.

That gives him a unique perspective, and he has used it to explain the real life impacts of policies to colleagues on legislative committees. “With a foot in both worlds, I seek to breathe new life into mired policies,” he said. It has helped him in the areas of criminal justice, re-entry programs and safe neighborhoods.

Lesch knows Minnesota will be facing challenges in the coming years as tax changes have saddled the state with structural deficit. He knows it’ll take consensus from both parties to resolve those problems. “The common vision and values which once allowed us to agree, relatively easily, on a consensus as to Minnesota’s ills and the resources we would direct toward them, have gone the way of so much intractably partisan porkchop,” Lesch said.

**FAST FACTS**
Was instrumental in forming a committee for victims’ rights, and was appointed the first chair  •  Elected to a third term with 78 percent of the popular vote  •  Is president and general manager of Triumvirate Development

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**Rep. Donovan Olson** **Iowa**

Iowa Rep. Donovan Olson has always had a passion to serve his community. He began first by attending public meetings on downtown revitalization in his community of Boone County, Iowa.

“It was my belief that a citizen must be involved to be heard,” Olson said.

He became involved in the process to create a comprehensive plan and zoning ordinance for Boone County. When officials failed to vote on the recommendations, Olson decided to run for Boone County Board of Supervisors. After two years of public hearings, Olson was instrumental in getting the plan approved.

He was elected to the Iowa House of Representatives in 2003. Among his goals are to push for more spending on education and to address Iowa’s need for an energy plan.

“Expansion of renewable energy in an environmentally friendly way is the greatest challenge Iowa will face in the coming years,” Olson said.

Olson helped draft the Iowa Energy Independence Act, a bill to expand the production of renewable energy, energy efficiency and conservation, and research and development.

As for education, Olson was part of the effort to pass a package of education reforms and funding in the last legislative session.

**FAST FACTS**
Serves as a distance education coordinator at Iowa State University  •  Helped draft the Iowa Values Fund, a 10-year comprehensive economic development strategy  •  Conducted a case study of Main Street Iowa’s Rural Main Street program for his master’s thesis, “Evaluation of Main Street Iowa’s Rural Main Street Program”
Sen. Vicki Schmidt  Kansas

As a registered pharmacist, first-term Sen. Vicki Schmidt brings a wealth of practical experience to the Kansas legislature. As the costs of health care continue to rise, the topic has dominated many issues in state government, according to Schmidt. “Kansas faces many challenges with regard to health care, not the least of which is the increased money needed for our Medicaid budget,” Schmidt said. Health care technology is another area the legislature is probing, and Schmidt said the state must move toward more technology with regard to health care information and e-prescribing. Her background has been helpful in dealing with the health care issues.

Schmidt served as vice-chair of a committee that developed the plan to consolidate the functions of many agencies that deal with health care into the Kansas Health Policy Authority. “While the timeline was aggressive when the legislation passed, the Authority has exceeded my expectations and has put Kansas on the leading edge of many issues with regard to Medicaid, healthy lifestyles and addressing our uninsured population,” she said.

She is the vice chair of the Senate Public Health and Welfare Committee and has also served on the Ways and Means Committee and the interim Judiciary Committee.

FAST FACTS
Received the American Pharmacists Association Hubert H. Humphrey Award in 2007  •  Served previously as director of the Kansas Medicaid Drug Utilization Review Program, Drug Rebate Program  •  Was appointed to the Kansas State Board of Pharmacy, where she served as president for two years

Assemblyman Ron R. Schuler  Manitoba

Manitoba Legislative Assembly member Ron R. Schuler grew up knowing that serving as an elected official was an honorable way to live life. But it wasn’t until he and wife Tanya had their first child that Schuler ran for public office, first as a school trustee. “By working on the inside of the school system, I could ensure her (his daughter’s) education would be the best it could be,” Schuler said.

He was first elected a member of the Manitoba legislature in 1999, and is responsible for formulating his party’s response to legislation dealing with Labor & Immigration, Energy, Science & Technology, the Kyoto Accord, Civil Service Commission and Lotteries & Gaming.

A businessman, Schuler is a graduate of BILLD (Bowhay Institute for Legislative Leadership Development), CSG-Midwest’s leadership program. Schuler believes the Toll Fellows program will help him be a better leader and positively influence his provincial government’s future legislation.

“With only 1.4 million people and a continual out-migration of young people, we may have to face the fact that difficult choices are going to have to be made in order to service our debt load,” said Schuler. “Manitoba is going to have to call upon individuals that will lead in this area.”

FAST FACTS
Is president of Gingerbread World Inc., an importer of European confectionary goods to Canada and the U.S.  •  Has been active in community organizations, including Big Brothers, Manitoba Inter-Cultural Council and German Canadian Heritage Foundation  •  Is the father of three children, Brigitta, Stefan and Corina

Rep. Pat Strachota  Wisconsin

Pat Strachota is a leader. She is only in her second term as a state representative, but her colleagues in Wisconsin have already selected her to serve in the leadership position of caucus vice-chair. She’s attended the Bowhay Institute for Legislative Leadership Development (BILLD) and the Darden Emerging Political Leaders Program in her brief tenure as a legislator.

“Fundamentally, effective leadership, political or otherwise, is clearly defining your goals and implementing a plan to achieve them,” said Strachota. “Effective leaders do this by making the members of the group want to help to achieve those goals as well, allowing everyone to achieve some ownership of the project and results.”

Through her work on committees and in drafting legislation, Strachota has acted as a mediator to bring two opposing sides together to compromise so a legislative initiative could move forward.

She hopes to use that skill in working on Wisconsin’s budget deficit. “My goal is to strike a balance between the high levels of services our citizens have come to expect, without strangling our economy due to overburdensome levels of taxation,” she said.

She is also interested in working on health care issues, particularly with regard to controlling costs.

FAST FACTS
Is a 30-year resident of Wisconsin’s 58th Assembly District, though she was born in Gates Mills, Ohio  •  Served as chairperson of the Washington County Samaritan Health Center Committee, overseeing a long-term care nursing home  •  Is an employee of the Washington County Human Resources Department
Sen. Diane Black  Tennessee

While she never considered running for office until a friend who was retiring from the legislature encouraged her to do so, Tennessee Sen. Diane Black has dedicated her life to helping others as a registered nurse. Once she decided to seek elected office, Black used her new position to forward issues addressing public health and safety.

In her freshman year in the legislature, then-Rep. Black pushed an effort to make the legislative plaza smokefree. While her initial effort ended in a compromise that left designated smoking areas, the attention drawn to the issue undoubtedly played a role in the movement that recently ended with all state buildings being designated smokefree.

In addition to public smoking, Black has sponsored legislation to remove junk food from school vending machines, to require children to wear helmets when bicycling and to require insurance companies to offer coverage for colonoscopy screening.

Black’s interests have not been limited to health care issues. She has also taken a role in other important challenges facing the state, including education and transportation.

Tennessee ranks near the bottom in high school graduation rates and K-12 test scores. Black recognizes that sometimes conventional fixes won’t suffice.

“I want to be a part of looking outside the box at alternatives that other states have used to bring about success in education,” said Black.

FAST FACTS
Named American Cancer Society Legislator of the Year in 2003 • Served as associate professor at Volunteer State Community College • Mother of three: Steve, Jill and Katie

Jerry Boden  Maryland

Loyalty is important to Jerry Boden.

It was something he learned during his years as a U.S. Army officer. It was that sense of loyalty that drew Boden away from the corporate world to serve as chief of staff to Maryland Lt. Gov. Anthony Brown.

“I grew up with the lieutenant governor and have been his closest friend for over 30 years,” said Boden. “When he asked me to come on board as his chief of staff, I had a tough decision to make. I accepted the job primarily out of loyalty to my friend, but with a bit of trepidation.”

As chief of staff, Boden has been tasked with heading up two of the administration’s top priorities—a new state health care policy and growing the state work force.

The administration has set an ambitious goal of creating 60,000 new jobs by 2011. Boden has taken the lead in this initiative working with state business leaders and agencies in his position as chair of the BRAC subcabinet. Boden’s corporate experience has provided the skills and communication abilities to bring the necessary players to the table for this project.

Boden’s experience makes him an even more perfect fit for the challenge of overhauling the state’s health care system. With several years of management experience in the health care field, Boden is well positioned to make the needed changes to achieve administration goals.

FAST FACTS
1985 graduate of the U.S. Military Academy at West Point • Received an MBA from Georgetown University • Received the General Douglas MacArthur Leadership Award while serving in the U.S. Army

Rep. Paul DeMarco  Alabama

While health care is an issue at the forefront for many leaders, Rep. Paul DeMarco’s interest in driving change in Alabama’s health care system goes beyond the broad need for better service and insurance coverage.

DeMarco, inspired by his own mother’s battle with breast cancer, has taken an interest in how Alabama cares for those with cancer.

“My mother’s death from cancer provoked me to move from simply being a bystander to being a volunteer and then into the public arena,” said DeMarco. “Cancer strikes all segments of society and it influenced me to take a leadership role to help my state help residents suffering from cancer.”

Alabama is ranked near the top in the nation for cancer deaths per capita. DeMarco wants to change that. He is working with a coalition of groups and medical providers to create new partnerships—public and private—that can help prevent more cancer deaths while providing better care to those already diagnosed with the disease.

Cancer care may be the issue closest to DeMarco’s heart, but it is not the only example of his efforts to build consensus and cooperation to address pressing concerns. As a member of the Judiciary and Boards and Commissions committees, DeMarco is taking an active role in confronting increasing Medicaid costs and an increasing and aging prison population.

FAST FACTS
Graduated from Auburn University with a degree in journalism • Chosen as one of the Top 40 under 40 by the Birmingham Business Journal • Achieved the level of Eagle Scout
Rep. Kenny Jones  Missouri

Rep. Kenny Jones is only in his second term in the Missouri House of Representatives, but his entire career has been devoted to public service.

Jones served 11 years as a Missouri state trooper, and 20 years as Moniteau County sheriff before being elected to the Missouri House in 2005.

“I was deeply influenced by my parents who taught me to always help others,” Jones said. He has taken that advice to heart. As a state trooper, Jones suggested cost-saving measures to improve public safety. As sheriff, he implemented programs to improve employee morale and provide better and more efficient services to constituents.

Jones’ experience in law enforcement has helped him in public policy areas outside the public safety realm.

“I have come to realize that education and crime rates are related,” he said. “The failing schools in our urban areas have filled our state prisons with individuals who have dropped out and feel they must resort to crime as a way of living because they cannot read, write or have the ability to obtain a decent paying job.”

Jones said health care will be a major issue for Missouri, especially as the state revamps its Medicaid system.

FAST FACTS
Vice president of the Missouri Sheriff’s Retirement Board  •  Father of four children  •  Enjoys fishing, canoeing, skiing and camping

Secretary of State Mark Hammond  South Carolina

A desire to serve, to give back is often an ideal instilled from youth. Such is the case with South Carolina Secretary of State Mark Hammond.

The secretary credits the examples set by his parents for his decision to enter public service. His father was a dedicated state trooper, and his mother served as a county personnel director.

“I have nothing but the utmost respect for my parents’ selfless service,” said Hammond, “and I am proud to follow in their footsteps.”

As secretary of state, Hammond has faced many of the most difficult issues challenging elected officials across the country. The world is increasingly run electronically and Hammond, recognizing this, has helped South Carolina revise its corporate codes while making electronic transactions easier.

Hammond would also like to see increased access to technology benefit the state’s children as part of a broader effort to improve South Carolina’s education system.

“Unfortunately, surveys rank South Carolina 49th and 50th in the nation in high school graduation rates,” said Hammond. “This is unacceptable … We must look at inventive ways to teach our children in order to prepare them for the global economy.”

Hammond uses his efforts at improving the quality of life in South Carolina to follow in his parents’ footsteps by serving those who elected him.

FAST FACTS
Father of three children: Matthew, Ross and Grace  •  Completed special basic training at the South Carolina Criminal Justice Academy  •  Served as chairman of the International Relations Committee for the National Association of Secretaries of State

Janie Huddleston  Arkansas

For 30 years, Janie Huddleston has dedicated her career to improving the lives of children.

From the chalkboard in a first grade classroom, Huddleston has traveled a long way to the halls of government where she now serves as deputy director of the Arkansas Department of Health and Human Services. In her current capacity, she continues serving children as she administers several of DHHS’s youth-oriented divisions, including the Division of Child Care and Early Childhood Education.

Huddleston’s duties at DHHS are now administrative as opposed to the hands-on nature of the beginning of her career, but her work continues to have a large impact on the lives of Arkansas children.

“While serving in leadership roles within the Department of Health and Human Services, I led the development of key initiatives,” said Huddleston. “This year we will fully fund quality pre-K for at-risk children, an initiative I helped begin in 1998.”

Funding quality and much needed child development and education programs is a challenge Huddleston faces head on.

“While we have developed a policy unit that works on issues such as children’s mental health,” said Huddleston, “we flounder when we try to develop non-Medicaid sources of funding to support children in the system. We must better coordinate our funding streams to support the needs of children and families.”

FAST FACTS
Served as principal at three different elementary schools  •  Started her own cloth diaper service—Diaper Depot Inc.  •  Received the Child Welfare League’s National Award for Advocacy in 2002
Sen. Alex Mooney  Maryland

Family relationships play a large role in shaping Maryland Sen. Alex Mooney’s legislative acts and interests. The son of a Cuban immigrant, Mooney is proud to bring a unique point of view to the legislature where he is the only senator of Hispanic descent. Growing up learning of life under a Communist government left Mooney with a profound appreciation for the civil liberties and freedoms often taken for granted.

In addition to a unique childhood experience, Mooney benefits from a close relationship with his wife, a doctor, as he attempts to tackle deficiencies in Maryland’s and the country’s health care systems.

“My wife is a neurosurgeon, and my conversations with her and her colleagues have increased my interest in health care policy,” said Mooney. “Given the great technology in the United States and the very qualified and capable pool of doctors and nurses, we should have a better health care system.”

Mooney has shown interest not only in the nationally difficult issue of health care, he has also tackled decreased tax revenues with advocacy of increased fiscal responsibility. It is such action on behalf of so many issues important to his citizenry that has helped Mooney serve effectively into his third term.

FAST FACTS
Was the youngest member of the Maryland Senate when elected in 1998 •  Enjoys playing rugby • Has two children, Lucas and Camille

Jody Wagner  Virginia

Competing in the shrinking global economy is a concern for all states and the nation as a whole. To this end, Secretary of Finance Jody Wagner calls on a background in corporate and banking law to help Virginia stay on solid ground economically.

In addition to helping Virginia retain its AAA bond rating, Wagner has dedicated years of service to strengthening the commonwealth’s financial footing both in her current role and while serving as treasurer from 2002–2006.

In order to keep Virginia competitive, the secretary recognizes the need to build on a base of diverse industry and business interests that will offer opportunities to a broad work force.

“Virginia has successfully attracted knowledge-based industries, but not all of our work force can succeed in those industries,” said Wagner. “We have not attracted a car manufacturing plant in the past 20 years.”

Wagner hopes to explore a number of options including re-examining what role government can and should play in economic development.

Wagner has dedicated her career to serving the residents of Virginia and has no regrets because she is confident her efforts have had an impact.

“Based on my experience, I am convinced that state service is an effective way to make a significant difference,” said Wagner.

FAST FACTS
University of Virginia Sorensen Institute for Political Leadership board member •  Mother of four: Rachael, Jason, Elizabeth and Maxwell •  Graduate of Northwestern University, Washington University School of Law and Vanderbilt University School of Law

Tonya Williams  North Carolina

The daughter of a career public servant, Tonya Williams always knew she would follow her mother’s example.

Her mother was a social worker, but Williams wanted something different. To that end the current general counsel to the president pro tempore of the North Carolina Senate studied political science and earned a legal degree.

“When I was in college, I decided, that like my mother, I, too, wanted to work in public service,” said Williams. “However, I wanted to work at a level of government where I could help shape and direct policy.”

While serving the government and 7 million residents of North Carolina, Williams has addressed many of the most challenging issues including education reform. But the issues she has dedicated the most time to thus far are campaign finance and ethics reform. Her efforts to help members of the House and Senate draft meaningful legislation has led to increased transparency and what Williams hopes will be greater public confidence in the political process.

Williams would like to follow this recent legislative victory by playing a similar role in drafting legislation that will help protect the environment by combating global warming and ensuring nature’s sustainability. Environmental issues are of personal interest to Williams, who recognizes that solutions in this policy area are hard to come by in today’s political environment, but she is up for the challenge.

FAST FACTS
Fellow, North Carolina Institute of Political Leadership •  Clerked for Judge Joseph John Sr. and Judge Loretta C. Briggs, North Carolina Court of Appeals •  Has traveled extensively including Southeast Asia, Australia, New Zealand and Europe

Marquett Youngblood  Oklahoma

Many who claim a lifelong desire to serve the public follow traditional educational courses such as law or medical school. Marquett Youngblood knew he wanted to help others as a result of his childhood experiences growing up in a lower income family fighting to make ends meet.

“The opportunity to serve others in need by improving their capacity to function independent of public assistance was the primary reason I entered public service,” said Youngblood. “Although my family never received public assistance, we got very close to the edge in spite of my father’s multiple jobs and many hours of hard work.”

But it wasn’t a career in social work or education that drew Oklahoma’s Department of Human Services chief operating officer. It was the field of information technology.

“Accessing the opportunity for technology education, I was determined to move from being close to needing assistance to a place where I could aid others,” said Youngblood.

After completing an associate, bachelor’s and finally a master’s degree, Youngblood has used his education to work up the ranks in the Department of Human Services, transforming the efficiency and accessibility of the department.

Among his accomplishments, Youngblood has led efforts to improve the agency’s Web site and other technologies. Today the agency Web site has progressed to allow those who owe or are owed child support to log on to access their balance and pay online, among other services.

FAST FACTS
Certified Public Manager • Chairperson IT Solutions Management Association •  Graduated from Rose State, Southern Nazarene University and the University of Oklahoma
Rep. Savali Talavou Ale  American Samoa

House Speaker Savali Talavou Ale has served in the American Samoa legislature for 26 years. Options for young people in American Samoa are limited, said Ale. “The only other alternative, except catching a plane and moving to the United States, is to work for the canneries,” he said.

So in 1980, he ran for the House of Representatives and has been there since. Ale views the Toll Fellowship program as an opportunity to exchange ideas with other government leaders about the challenges of the global economy. “American Samoa is no longer isolated from the rest of the world,” he said. “To survive it must keep up with the world in the ever growing area of business dynamics and critical thinking.”

The challenge for American Samoa is complicated by its political status. Residents are not citizens of the United States but are designated as nationals. This classification protects the communal land ownership system, said Ale, even though it frustrates economic development. The fear, he said, is that if American Samoa loses the land tenure system that currently exists, it will lead to the demise of its cultural system.

“Leaders of American Samoa,” said Ale, “must have the capacity to process new ideas and concepts quickly to stay competitive.”

FAST FACTS
Previously taught business administration at the Leone High School • Is the longest-serving member of the American Samoan House of Representatives

Rep. Rosie Berger  Wyoming

Volunteering for community projects influenced state Rep. Rosie Berger’s involvement in public service. “Volunteering inspired me to believe we can all enhance our communities by taking an active role in the process of government,” said the Wyoming legislator.

Berger is a consensus builder. “She stands out among her fellow legislators for her ability to tirelessly bring together people from differing points of view to reach conclusions that work,” said Gov. Dave Freudenthal.

One example, said Freudenthal, was Berger’s ability to bring opposing sides together to agree on a quality child care proposal. “Her determination and skill in hammering out agreements,” he said, “made a significant difference in the fate of the measure that was signed into law on March 1, 2007.”

As a member of the House Appropriations Committee, Berger believes major challenges will come from state budget fluctuations because Wyoming’s economy is based on natural resources. “We anticipate major revenue downturns from time to time,” she said. “As a policymaker, I need to do wise budgeting and analysis of current and future needs and be able to effectively communicate decisions to my constituents.”

FAST FACTS
Has been involved in location management projects for the film industry in Wyoming. Among the films she has worked on are Flicka, Rollerball, The Horse Whisperer and Starship Troopers • Serves as chair of the Legislative Technology Committee

Janice Doggett  Montana

Janice Frankino Doggett grew up in an Irish Italian Catholic family that valued education and public service. A plaque in the family living room displayed a quote from Pope Paul VI: “If you want peace, work for justice.” That concept has been the core belief that has guided Doggett in her private and public life.

As chief legal counsel for Montana Secretary of State Brad Johnson, a 2006 Toll Fellow, Doggett was instrumental in designing the state’s Elector Identity Verification Process, which expanded the requirements under the Help America Vote Act. The program was considered so successful, it was awarded a CSG Innovations Award in 2005.

Doggett believes it takes more than laws to streamline the election process; it also takes education and training. “One of the challenges I have faced and will face to a greater degree in the future will be to keep the mechanics of our election process free of partisan politics,” she said. “We can begin to meet this challenge by educating the political parties.”

Doggett was the first female president of the Montana High School Association Board of Control; served on the Montana Supreme Court Gender Fairness Task Force; and is past president of the Women’s Law Section of the State Bar.

FAST FACTS
Was crowned Miss Montana in 1976 • Rented a facility and taught gymnastics to hundreds of children to put herself through college and law school
Rep. Carl Gatto Alaska

Alaska state Rep. Carl Gatto learned early the value of serving people’s needs and making them happy.

“I learned in elementary school that I could make money delivering groceries to tenement houses in New York City. It was a calling,” said Gatto. “Relying extensively on tips I soon recognized that working one-on-one satisfying customers’ needs was a place where I felt comfortable and prosperous.”

He continued serving people as an adult first as a school teacher for five years, then 26 years as an Anchorage firefighter and paramedic. After he retired, he was elected to the school board before entering the state House.

As chair of the House Education Committee, Gatto has been instrumental in increasing K-12 school funding for four consecutive years.

Serving his third term in the House, Gatto has also championed public safety issues, such as the state’s first DU/I ignition interlock legislation in response to a growing drunken driving problem in Alaska.

He is chair of the House Resources Committee and, with other state leaders, is promoting the building of a 1,600-mile natural gas pipeline to Alberta and the lower 48 states.

“I love my work and know that my career choices were the best I could have made,” said Gatto.

FAST FACTS
Served as volunteer mentor for children in outreach programs • Interests include flying, marathons and triathlons

Secretary of State Mary Herrera New Mexico

Mary Herrera has only been New Mexico’s secretary of state since January, but she has already made her mark on the office.

During her first three months on the job, Herrera initiated the passage of two bills that will streamline the election process for New Mexico voters and make it more efficient. One bill deletes Social Security numbers as identifiers, providing voters with unique ID numbers. The second provides for an automatic recount procedure, something New Mexico didn’t previously have in place.

Herrera’s interest in public service started early.

“As a public servant for over 33 years, I worked myself up the ranks at a county level from clerk typist in 1974 to assistant comptroller in 1989,” she said.

She was elected Bernalillo County Clerk in 2000 and re-elected in 2004. Bernalillo is New Mexico’s largest county.

Herrera also has public policy concerns outside her role as secretary of state, including children’s issues and elderly care.

“As a board member of the National Association of Latino Elected Officials, I requested during last year’s conference for the organization to include for its members a session on how to effectively manage parent aging, illness and care while keeping up with busy work schedules,” she said.

FAST FACTS
Active in the community working with the Make A Wish Foundation, Toys for Tots and United Way • Has raised funds for the New Mexico Music Association and the New Mexico Hispano Entertainers Association

Sen. Sheldon Killpack Utah

Sen. Sheldon Killpack wasted little time in getting involved with challenging issues when he was appointed to the Utah Senate in 2003.

He was Senate chair of the legislative committee appointed to settle litigation on a new 14-mile highway in Northern Utah that cuts through a portion of wetlands along the Great Salt Lake.

Environmental groups had filed lawsuits that stopped construction and cost the state more than $200 million.

“We not only needed to find common ground with the plaintiffs,” said Killpack, “but also persuade our colleagues in the legislature to pass a bill during a special session. We were successful, and the road will open next year.”

One person impressed by Killpack’s leadership during those negotiations was Utah Gov. Jon M. Huntsman.

“Throughout the negotiations Sheldon stood out as a leader and demonstrated rationality and effectiveness on a very emotional issue,” Huntsman said.

Killpack said Utah’s rapid growth presents challenges for education.

“The fact that the federal government owns well over 60 percent of the land in the state, which results in less property tax revenue, combined with much larger than average family sizes and you quickly see that the financial forecast is not rosy,” he said.

FAST FACTS
Assistant Majority Whip of the Utah Senate • The youngest of nine children • Vice president of Academica West, charter school management and consultants

Sen. John McGee Idaho

For state Sen. John McGee of Idaho, public service is a way of life.

“It hasn’t been an acquired skill I’ve had to learn,” he said.

McGee’s father is a Vietnam veteran who continues service to his county as a member of the 183rd Attack Battalion.

“My father’s example to give of oneself unselfishly has been a character foundation and way of life in my family,” McGee said.

Although he is the youngest member of the Idaho Senate, McGee has a record of accomplishment. He was co-author and helped negotiate a 10-year strategy to improve fire-prone ecosystem health in the West. This was a collaborative effort with the Western Governors Association, the Forest Service and the Department of Interior.

He was principal author and coordinator of a report that identified potential pilot projects in Idaho that would test land management practices used by federal agencies.

McGee is chairman of the Senate Transportation Committee, a member of the Health and Welfare Committee and the Agricultural Affairs Committee.

McGee sees Idaho’s growing population as a challenge for state leaders.

“Issues such as funding for high-growth areas such as education, health and welfare, and transportation will have to be examined if the state of Idaho is to keep up with the rapid growth,” he said.

FAST FACTS
Is a board member of the 2009 International Special Olympics • Serves his alma mater, Albertson College, as a member of the Board of Trustees • Is the recipient of national distinguished service awards from the National Association of Agriculture Educators and the National Association of State Foresters
Robert O. Lampert  Wyoming

As director of the Wyoming Department of Corrections, Robert O. Lampert believes in a holistic approach to corrections, fostering person-centric, cross agency solutions to the individuals and families of the prison population.

“I had a cousin who went to prison where there was no attempt at helping him address the behavior that landed him there,” Lampert said. “His criminality increased as a result of his incarceration. Public policy at that time seemed to suggest that locking people away as punishment for their crimes and expecting time and maturity to change them was an acceptable approach. I decided to see if I could make a difference by changing the system from within.”

Lampert believes agencies should share client information. He views that as an opportunity to provide legislators with the criminal justice data they need to make sound policy decisions in sentencing policies that help reduce incarceration rates.

“The people who suffer the most as a result of agency-specific, program-centered silo approaches are our children and families,” he said.

Lampert, a lawyer, previously served in corrections management posts in Texas and Oregon.

FAST FACTS

Previously an animal trainer and showman, training bottle-nosed dolphins, sea lions, dogs and horses
• Began public service career as a corrections officer with the Texas Department of Corrections

Sen. Michael Machado  California

State Sen. Michael Machado’s background prepared him for his role as chair of the California Senate Committee on Revenue and Taxation.

He graduated with a degree in economics from Stanford University, earned his master’s degree in agricultural economics from the University of California at Davis, and, in 1988, attended the Harvard Agribusiness School in London, England.

Before entering the state legislature in 1994, when he was elected to the California Assembly, Machado worked for the Agency for International Development in Eastern Europe and Russia, assisting farmers with the transition from a closed to an open market economy.

Machado was the author of Proposition 13, the Safe Drinking Water, Clean Water, Watershed Protection and Flood Protection Bond Act. He also assisted in the passage of Proposition 50, the Water Security, Clean Drinking Water, Coastal and Beach Protection Act of 2002.

“It’s important to advance California’s water policy to support the state’s economy and growing population,” Machado said. “I will continue to work with urban and rural, environmental, agricultural and manufacturing interests to ensure good quality water is available to meet their needs.”

FAST FACTS

Owns and operates a family farm that has been in the family three generations
• Was influenced to run for public office by his grandmother, an immigrant who believed it was important to help make other people’s lives better

Rod Tanonaka  Hawaii

Rod S. Tanonaka believes his contributions to Hawaii’s state government have been behind-the-scenes in nature. However, that doesn’t mean he believes government business should be conducted behind closed doors.

“In recent years, there have been increased calls for transparency in decision-making,” he said. “As the chief clerk of the Senate’s Committee on Ways and Means, I not only embraced such a change, but advocated for as much public disclosure as possible.”

Transparency, he said, has forced decision-makers as well as staff to do thorough, thoughtful and detailed research on issues.

Tanonaka is now chief of staff for Hawaii Senate President Colleen Hanabusa, who was a member of the 2000 Toll class.

“In my current role,” said Tanonaka, “the challenge for public policymaking comes in advocating that while public resources must be shared by all, with those most in need getting priority, it also comes with the expectation that everyone must sacrifice for the greater good.”

It takes courage, he said, to support what promotes fairness to all, yet provide’s growth to industry and economy. “Doing what is right in the long term over what is politically expedient will be my biggest challenge.”

FAST FACTS

Has served in the private sector as a registered lobbyist for the Hawaiian Electric Company and the Hawaii Government Employees Association
• Began his public service career as a budget analyst for the House Committee on Finance
I’m not a big fan of management gurus, so I was especially struck by a quote from Peter F. Drucker that I heard at last year’s Henry Toll Fellowship Program: “Management is about doing things right. Leadership is doing the right things.”

The statement brought home to me that leadership is not just about the role you assume but also about the ethics of doing what’s right. Leadership is about the means as well as the ends.

There are always a number of significant moments in our lives. Finding a life partner, the birth of a child, assuming for the first time a position of public trust. For me, being a Henry Toll Fellow ranks, rather unexpectedly, among those remarkable experiences. It provided me with the opportunity to acquire new skills and to learn various strategies to become a better leader. It taught me about dependence and cooperation. It also challenges participants to examine and confront our own shortcomings and, most importantly, allows us to learn from one another. Strong bonds are forged with people of very different backgrounds and experiences and everyone comes out the better for it.

I urge the fortunate class of 2007 to throw yourselves into the Toll experience as completely as you can. Submerge yourselves in the camaraderie and you can’t help but learn things and become “new and improved.” I know you will emerge better leaders. Try to remember that, though leaders can be molded, true leaders always strive to do the right things.
States Warm Up to Actions on Climate Change

States are beginning to recognize the impacts—both environmental and economic—of global climate change. Several states have begun to take action.

By Doug Myers

The debate over global warming—more specifically, global climate change—has been settled. Scientists, the public, and even companies like Shell Oil, no longer dispute the reality of climate change, that human activity is the primary contributor or that something needs to be done about it.

As detailed in CSG’s most recent report, *Trends in America: 10 Forces of Change States Can’t Ignore*, federal action on global warming is mired in debate, though it is slowly gaining momentum in Congress, and weaker than many states would prefer. States, however, recognize the need to push for action and many already have taken steps to counter global warming.

States face many challenges, but some are confronting global warming through various programs. Other states are considering how to mitigate the impact of climate change.

A Threat on Many Fronts

States face economic, environmental and public health threats from global warming. As weather becomes more severe, such as prolonged droughts and heat waves, states will be exposed to myriad risks.

Heat waves are potentially deadly for the poor and elderly. According to the Illinois State Climatologist Office, “the heat wave in July 1995 in Chicago was one of the worst weather-related disasters in Illinois history, with approximately 525 deaths over a five-day period.”

An unexpected or prolonged heat wave can seriously strain a state’s ability to meet the public health emergency
caused by severe heat. It strains resources and results in an increased use of ambulances, hospitals and doctors, as well as increased costs of associated medical care. In addition, warmer temperatures also may bring the spread of mosquitoes to formerly cooler climates and thus increase the risk of malaria.

A state’s economy also can face serious damage due to global warming. As mentioned in the Trends report, hurricanes Katrina and Rita, whose intensity most likely was increased by higher than average ocean temperatures due to global warming, wrecked the economies of New Orleans and towns around the Gulf Coast, not to mention countless lives. They resulted in estimated damages of more than $200 billion. Global warming has other economic impacts, such as those caused by massive flooding due to a rise in the sea level along coastal towns and cities; the loss of revenue to ski resorts as a result of less snowfall; and diminished income to farmers and price hikes for consumers and dependent industries, such as cattle producers, from a loss of crops.

Other issues include saltwater intrusion into aquifers and reduced snow-pack—resulting in reduced water availability—and an increased number and intensity of forest fires, destroying homes and damaging businesses. As climate effects are regional, these impacts will be felt most at the state and local levels. In the West, drought will continue to be a problem; while along the Southeast, hurricanes will pose an ever-increasing risk.

As the first responders to events and those in direct contact with the effects of a public emergency, state and local officials will bear the brunt of global warming induced disasters. For this reason, states have seen a need to take action.

Current State Actions
States have taken a largely regional approach to the reduction of greenhouse gases (GHG), realizing that greater reductions and greater efficiencies result from larger groups.

For example, the Western Regional Climate Action Initiative involves Arizona, California, New Mexico, Oregon, Utah and Washington in developing a regional target for the reduction of greenhouse gases and creating a market-based program to meet those goals, Utah is the most recent signatory to this initiative, demonstrating that as more states join the initiative, the more compelling it is for other states to join.

The Regional Greenhouse Gas Initiative (RGGI) is a similar program involving 10 northeastern and Mid-Atlantic states—Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island and Vermont. Its efforts focus on reducing carbon dioxide (CO2) emissions to 10 percent below the average annual emissions from 2000–2002 by 2019. RGGI initially will utilize a cap-and-trade program to reduce greenhouse gases from fossil-fired power plants.

On a local level, nearly 600 mayors have signed the U.S. Mayors Climate Protection Agreement to reduce carbon dioxide emissions. According to the U.S. Conference of Mayors, “mayors who sign

States are confronting climate change by:
- Reducing power plant emissions through energy efficiency resource standards
- Enacting renewable electricity standards
- Curbing emissions from tailpipes
- Promoting product efficiency standards
- Ensuring new buildings meet Green Globes or LEED standards
- Acquiring hybrid fleets
- Joining regional GGH reduction partnership programs such as the Regional Greenhouse Gas Initiative (RGGI)
on to the agreement are making a commitment to reduce greenhouse gas emissions in their own cities and communities to 7 percent below 1990 levels by 2012 through actions like increasing energy efficiency, reducing vehicle miles traveled, maintaining healthy urban forests, reducing sprawl and promoting use of clean, renewable energy resources.”

**Mandates for Action**

States also are working to reduce greenhouse gases through mandates, economic incentives or some combination of the two. The more prominent mandates include establishing renewable electricity and energy efficiency standards (i.e. requiring a certain percentage of electric power generated must come from renewable energy sources and energy efficiency savings), setting product efficiency standards similar to Energy Star and controlling tail-pipe emissions.

California, for example, has signed a law that would require automobile manufacturers to cut motor vehicle emissions by 22 percent by 2012 and 30 percent by 2016. However, this law is pending a decision by the EPA. At least 11 other states are considering adopting the legislation, and Florida has recently done so.

According to Bill Prindle of the American Council for an Energy Efficient Economy (ACEEE), energy efficiency resource standards—requiring utilities to meet a certain energy efficiency savings target—are considered the lowest-cost alternative to reducing carbon dioxide and have the potential to offset about 25 percent of demand. Energy efficiency is also the one resource available in every state.

In addition, according to a recent report by ACEEE and the American Council on Renewable Energy, enacting energy efficiency resource standards allows states time to increase renewable energy production.

**Incentives for Action**

Economic incentives, as opposed to mandates, allow firms freedom of action in how they achieve GHG reductions. Firms choose the most cost-effective method, whether through technological innovation, increased efficiency or the purchase of credits or payment of taxes. The two principal economic incentives under consideration to reduce greenhouse gas emissions are cap-and-trade programs and carbon taxes or carbon fees.

A cap-and-trade program limits the total amount of greenhouse gas emissions for the entire economy or a sector of the economy, typically electricity producers or fuel suppliers. Allowances equal to one unit of emissions (1 ton CO2) are allocated or sold (auctioned off), not to exceed the limit for that sector. Producers that can maximize efficiency and reduce their emissions would be able to trade their remaining allowances for a profit to producers that generated more emissions than their allowance. This gives firms flexibility in choosing how to meet the program goals. As circumstances dictate, the cap can be adjusted—raised or lowered—to meet future GHG targets.

Carbon taxes, meanwhile, do not set an absolute limit on the amount of emissions. Rather, they are based on a price per ton of carbon emitted. Producers then have a direct economic incentive to reduce their emissions by either becoming more efficient or creating/investing in new technologies. This allows firms to retain the funds that would otherwise have been spent on CO2 emissions.

A key component of a carbon fee or tax, as well as the proceeds from an allowance auction, is that money collected by the government can be put back into the economy to help consumers and industries adjust to the economic hardships imposed by the fee. The challenge lies in setting an appropriate price for carbon. Too low a price might encourage continued pollution, while too high a price could prove detrimental to the economy. Also essential is determining whether allowances will be auctioned off or sold.

But economic incentives may not be enough to satisfy the public’s desire for action on global warming. Recent research conducted by Stanford University, the nonprofit Resources For the Future and New Scientist magazine suggests that despite the effectiveness of carbon fees and cap-and-trade programs, the public is more supportive of mandates. Mandates are concrete and measurable, whereas economic incentives are more abstract and not guaranteed. Thus, the public is more skeptical of their effectiveness.

Research by the Pew Center suggests that a combination of economic incentives and mandates—for instance, combining emission reductions from power plants with energy efficiency standards—may be the most politically feasible alternative for reducing GHG emissions.

**Time for Action**

The need for action on climate change is clear. Devising the right program, however, is not as obvious. Thus it is important for legislators to carefully weigh the pros and cons of each proposal before making a decision.

And though there are costs associated with each of the major policies described above, the cost of inaction is far higher. A proactive approach to climate change by the states also may help spur federal action by making it easier to devise a national solution.

—Doug Myers is an energy and environment policy analyst with The Council of State Governments.

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The following Web sites offer a wealth of information related to climate change and energy:

**American Council for an Energy Efficient Economy**  

**Analysis of energy efficiency policies and practices**

**Intergovernmental Panel on Climate Change**  

**Pew Center on Global Climate Change**  

**Union of Concerned Scientists**  

**U.S. Green Building Council**  

All about green buildings
LESSONS TAKEN TO HEART

Utah Legislator Credits Healthy States Policy Meeting for Lifestyle Changes

A CSG Health policy meeting hit home for Utah Rep. Paul Ray, who recognized some poor health habits in himself and has worked to change them.

By Tim Weldon

As Utah Rep. Paul Ray, of Clearfield, listened to presenters rally state legislators to support healthy lifestyle initiatives during a CSG Health Policy Forum in Memphis last year, something clicked.

Ray, who chairs the House Health and Human Services Committee, had heard speeches like these before, encouraging legislators to support measures that result in good nutrition and physical fitness. He already knew that a healthy lifestyle is a cornerstone of public health policy.

But this time, like a penitent and chastened sinner heeding the call for a spiritual conversion at the end of a tent revival meeting, Ray saw the light and made his way to the altar, figuratively speaking, determined to change his ways.

“It opened my eyes to what lay down the road for me personally if I didn’t change those habits,” Ray recalled. “I would have ended up like everyone else with heart issues or diabetic issues.”

In fact, the warning signs were already in place for the 40-year-old legislator. Born with a heart defect, Ray underwent open heart surgery three times before his 17th birthday. Despite the congenital heart condition, Ray joined the circus in his native Peru, Ind., and performed daredevil acts on the trapeze and high wire. A 30-foot fall damaged his heart further, something that wasn’t revealed until this year.

In hindsight, though, it appears tiptoeing across a wire slightly over half an inch thick suspended high above the ground might not be the most dangerous thing Ray has ever done with his life. Years of consuming too much junk food and living a sedentary lifestyle might have posed a far greater risk to Ray’s health.

So last fall when he returned home from Memphis, motivated by what he learned at the Health Policy Forum sponsored by the Robert Wood Johnson Foundation, he was determined to get in shape. The first things to go were soft drinks and trips to fast food restaurants. Then he started walking. Within three months he had dropped 15 pounds and lost 5 percent of body fat. His blood-sugar level dropped from a prediabetic level of 106 to a normal range in the low 90s.

It didn’t take Ray long to learn what a life-altering decision his health conversion had been. On March 22, as the 2007 session of the Utah legislature neared its conclusion, Ray was admitted to McKay-Dee Hospital in Ogden, Utah, for emergency surgery to repair an aortic aneurism. Facing his fourth heart operation, Ray recalled how his surgeon was gravely concerned about Ray’s condition. But there was one glimmer of hope. The doctor explained that if Ray hadn’t been in good health, his chances of recovering from surgery would have been a lot worse.

“The doctor was pretty frank about it. He said, ‘This is your fourth heart surgery. Most people don’t survive two,’” Ray said. “According to the doctor, the reason I was able to come through this was the fact that I got into great physical shape.”

What began as a mere catchy buzz phrase, “Promoting Healthy Lifestyles,”
at a conference of state legislators turned into a serious personal commitment for Ray. When the 2007 General Legislative Session began, Ray turned into a health evangelist, admonishing anyone who would listen about the need to adopt healthy lifestyles. Along the way, he encouraged members of the HHS committee to participate in a friendly competition involving exercise and healthy nutrition.

According to the rules of Utah’s “Gold Medal Committee,” legislators earned points for miles walked, percentage of body fat and pounds lost, and servings of fruit and vegetables eaten. Every member received a pedometer. Two pharmaceutical companies donated $1,000 to the charity or school of the winner’s choice. Not surprisingly, Ray outdistanced his colleagues and won the competition.

Inspired by what he learned at the Health Policy Forum, Ray said he typically walked 10 miles per day during the legislative session—a total of 1.2 million steps in less than three months. In addition to getting in shape, Ray said he was also motivated by wanting to set an example to others for the need to live a healthy lifestyle.

“We’re going to tell these kids that they should eat right, exercise and live healthy lifestyles, and yet we’re not doing it,” he said. “My whole point in doing this was to set a good example. We’re preaching to them about being active and eating the right foods. Let’s at least follow what we’re trying to teach.”

Utah Rep. Doug Aagard sits behind Ray in the House chamber, and has seen Ray’s commitment to wellness firsthand.

“He’s a physical fitness nut, and it’s probably a good thing he is, or he would have had a lot tougher time with his heart surgery,” Aagard said.

Ray confesses he needed a nudge to start him down the path toward a healthy lifestyle. That nudge came after hearing Tennessee Gov. Phil Bredesen talk about his own weight problems during the Health Policy Forum.

“What it really showed me is how Americans are living such an unhealthy lifestyle. I looked at my own. I looked at my diet, which was awful. I determined there that I wasn’t going to be another statistic,” Ray said.

Debra Miller, director of Health Policy at CSG, said she was pleased that a legislator took information about health policy issues so personally.

“When he told about his legislative fitness competition at our most recent meeting on childhood obesity, he challenged other legislators to take similar action in their states, in essence to walk the talk. At least one legislator seems committed to follow up,” Miller said.

These days, Ray is fiercely adhering to his fitness regime as if his life depends on it—which it may. On Sept. 22, Ray is scheduled to set off on his most ambitious and arduous physical activity yet, a three-day, 300-mile bicycle trip from St. George, Utah, near the Arizona state line, through the desert, to Salt Lake City. When he arrives at the Capitol steps, Ray said he will announce legislation to create a program to make preventive health care available to more low-income families.

The bicycle trip, not coincidentally, will mark the six month anniversary of his heart surgery, reminding him and others of the importance to get—and to stay—physically fit.

—Tim Weldon is a health policy analyst at CSG.
The Experimental Program to Stimulate Competitive Research aims to increase and enhance science and engineering research capacity in states like Nebraska. Since 1991 Nebraska’s higher education institutions have received more than $159 million through the efforts of EPSCoR/IDeA (the Institutional Development Award Program). That money has helped not only in funding research, it’s also boosted the state’s economy.

By F. Fred Choobineh and Pete Kotsiopulos

Behind the scenes in Nebraska—a mid-college corridors and capitol hallways, prairies and private industry—university scientists are researching cures for AIDS and avian flu, examining the realities of global warming, studying influences of chemicals in our food, and deciphering secrets to the clean, safe use of fossil fuels.

Something is stirring in Nebraska, as innovation bubbles to the front burner, thanks to a surge of federal dollars and significant new opportunities that bode well for the economic development of this Midwestern state. Behind the scenes, EPSCoR (the Experimental Program to Stimulate Competitive Research) is helping to expand the role of technology exploration in Nebraska, redefine partnerships that link university inventors with paths to commercialization and strengthen the state’s economy.

EPSCoR is a federal program designed to increase and enhance science and engineering research capacity in states like Nebraska. The state’s EPSCoR agency recognizes the importance of that vision, understanding Nebraska must diversify its investments beyond agriculture and look to significant improvements in the academic research infrastructure.

Since 1991 Nebraska’s higher education institutions have received more than $159 million through the efforts of EPSCoR/IDeA (the Institutional Development Award Program). The money has been used to fuel the discovery and innovation processes, serve as a catalyst for faculty to engage in statewide scientific research, and help turn research discoveries into energy for Nebraska’s economy.

“To remain competitive, we need to encourage new development in industries driven by innovation,” Nebraska Gov. Dave Heineman said. “Opportunities to expand the research being done in our state are important to maintaining a competitive edge in this modern economy where advances in research are helping foster new business and job growth.”

Across Nebraska, in fact, leaders are beginning to comprehend the major economic impact research universities can have on the state, the region and the nation—and that stronger universities translate into stronger research and stronger economic development. EPSCoR has been particularly successful in supporting this endeavor, understanding that if Nebraska is to stay competitive in the national and global marketplace, our state must expand the science and technology base of expertise to make it a more attractive venue for incoming industrial investment.

The National Science Foundation (NSF) started the EPSCoR program in 1979 under a congressional mandate, and Nebraska was designated an EPSCoR state in 1991. Each agency has its own unique flavor, and the Nebraska program has targeted university research and economic development as the foundation of its core mission. The result is a unique partnership of higher education, private industry, and state and federal agencies, featuring a powerful alliance of the state’s four major research universities: Creighton University (CU), the University of Nebraska-Lincoln (UNL), the University of Nebraska Medical Center (UNMC) and the University of Nebraska at Omaha (UNO).

“The university recognizes the considerable potential of this initiative,” said Charles Wilson, chair of the University of Nebraska Board of Regents. “There is power in the collaborative efforts among our universities, and power in the recognition that academic research is imperative for our state.”

Here’s how the system works: Participating federal agencies allocate part of their budgets to EPSCoR programs. Then all EPSCoR states—jurisdictions that historically have received lesser amounts of federal research money, such as Nebraska—are eligible to compete for those federal research dollars. EPSCoR funding for academic research has nearly tripled since 1991, according to the Association of University Technology Managers (AUTM).

Nebraska’s EPSCoR has done well. The program is administered by the University of Nebraska’s central administration and a committee appointed by the governor. EPSCoR officials oversee the selection process of research proposals ensuring the investments are congruent with the state vision for economic development as well as for the strategic science and technology plans. Attracting considerable funding from federal agencies such as the National Science Foundation and the National In-

FUELS ECONOMY
stitutes of Health, university faculty are involved in collaborative research that can change the world: research into biofuels, global warming, biomedical procedures, cures for viral diseases.

University research has become a big business, according to the AUTM, which found that in 2005 major universities had received about $40 billion in research and development funding. New NSF statistics indicate the University of Nebraska is part of that wave with $333.1 million in R&D spending for 2006 and a ranking of No. 27 among all public universities in the United States (up six places and an 11 percent spending increase from the previous year).

“This research has both immediate and long-term benefits to Nebraska,” said University of Nebraska President James B. Milliken. “The Bureau of Labor Statistics reports that every $1 million of academic R&D spending supports about 33 jobs in Nebraska. Since the university spent about $333 million in research and development last year, that means the creation of almost 11,000 jobs.

“Longer term, the benefits are even greater. Innovative research is a talent magnet for excellent faculty and students. It also attracts the interest of the private sector and can be the basis for partnerships, investment, and ultimately new companies and new jobs that sustain business growth, and keep our brightest young graduates in the state. Research contributes to an environment in which innovation is valued and rewarded: an environment that makes local, national and international businesses sit up and take notice,” Milliken said.

Bottom line—EPSCoR’s goal is to leverage these research dollars into economic growth as the agency constantly explores additional programs to improve the state’s research and economic environment.

The Nebraska Engineering, Science and Technology Internship Program links students with private and public sectors to support technology transfer and economic development. Since 2001 when the program was created, 79 students from six colleges and universities have been matched with 50 Nebraska business enterprises. Steve Cass, from the Nebraska Center for Excellence in Electronics, explained: “As a not-for-profit entity, charged with assisting Nebraska’s manufacturers in getting products to market, we got additional research staff to track down and develop programs to help manufacturers.”

The University-Industry R&D Partnership Program was recently developed to foster collaboration for research and development between Nebraska business, industry and academia.

For the last three years Nebraska EPSCoR/IDeA has co-sponsored an annual research conference, inviting community leaders from across the state to learn about and recognize the significance of investing in research and innovation, and the importance of forming public-private partnerships.

The first Nebraska Research Expo in 2005 brought together faculty, graduate students and businesspeople for sessions on topics such as bioinformatics, nutritional genomics, cell biology, nanomaterials and wireless communications. In 2006 the event grew to include a research expo as well as the first Nebraska Innovation Forum, showcasing research but also encouraging an exchange of ideas among businesspeople, scientists, state and federal legislators. That fertile exchange became the impetus to develop an innovative investment consortium called the Nebraska Angels, a group created to provide and attain funding for new Nebraska technology start-up companies.

The initiative continued to gain momentum. Last winter Nebraska EPSCoR/IDeA partnered with the University of Nebraska and Bio Nebraska to co-sponsor the third annual Research and Innovation Conference, a combination of the two events that pulled together hundreds of community and state leaders, and created new connections for those conducting cutting-edge research and those investing in commercial enterprises.

“There is fantastic research and innovation occurring in Nebraska,” said Julie Karavas, president of Bio Nebraska. “The Research and Innovation Conference helped provide the information and tools necessary to transform ideas into commercially viable products and services, and provided the necessary business tools to ensure inventors have the business structure needed to support their ideas.”

Planning has already started for the 2008 Research and Innovation Conference, which will provide further training for beginning entrepreneurs, and a broader assessment of the impact that research investment has on Nebraska’s economy. NU and CU faculty members are now tracking bioscience investments and entrepreneurial initiatives in the state with particular attention to how they affect attraction, development and retention of human capital, as well as estimated impacts on state and local tax revenues.

Nebraska is at a pivotal point in 2007. Community leaders are recognizing the value of EPSCoR and the value academic research can bring to economic and job growth. The excitement is contagious and the movement is stirring energy and momentum.

Nebraska is on the march. There’s a bright economic future here, and officials are optimistic about what that means for the prospects of Nebraskans.

—F. Fred Choobineh is director of Nebraska EPSCoR and a Milton E. Mohr Distinguished Professor of Engineering at the University of Nebraska-Lincoln. Pete Kotsiopoulos is vice president for University Affairs at the University of Nebraska with responsibility for economic development initiatives.
Congressmen and women are pursuing programs regarding energy, health and children as they welcome new officers to lead the National Lieutenant Governors Association (NLGA). Thirty-one lieutenant governors gathered in Williamsburg, Va., for the NLGA Annual Meeting in July.

Wisconsin Lt. Gov. Barbara Lawton had 20 lieutenant governors co-sponsor the Energy Independence and Climate Protection Resolution, pledging to use their offices for the goals of reducing energy dependence and gaining cleaner air. She will work to gain federal resources to help states fund incentives to bring the private sector into active partnership on the issue, according to the Wisconsin Radio Network.

Members also passed a resolution in Support of Mentoring youth, sponsored by Missouri Lt. Gov. Peter Kinder. The measure encourages states to set up programs, like Missouri’s, which enable state employees to serve as mentors.

Members also approved a Reduction of Phosphorous in Household Dishwashing Detergents resolution. NLGA will also continue its national health campaigns: “Ending Cervical Cancer in our Lifetime” and “Helping Americans Breathe Easier—Asthma Awareness.”

NLGA Chairman Lt. Gov. John Cherry of Michigan praised the networking developed at NLGA meetings.

“The networking established at these meetings directly benefits every region of the country,” he said. “Illinois Lt. Gov. Pat Quinn and I have worked on Great Lakes issues, and Vermont Lt. Gov. Brian Dubie has involved more than a half-dozen lieutenant governors in aerospace issues.”

The NLGA Executive Committee was selected for 2007–2008:

- North Dakota Lt. Gov. Jack Dalrymple of North Dakota, center in photo, is the new chair; Wisconsin Lt. Gov. Barbara Lawton is the new vice chair; and Virginia Lt. Gov. Bill Bolling is treasurer.
CSG Staffers Address National Group of Statehouse Journalists

Three Council of State Governments staff members participated at Capitolbeat, the annual meeting of the Association of Capitol Reporters and Editors, which was held in Philadelphia Aug. 2–4.

Michael Thompson, director of CSG’s Justice Center; Edgar Ruiz, director of the Border Legislative Conference in CSG’s Western regional office; and Sujit CanagaRetna, senior fiscal analyst in CSG’s Southern office, were panelists on sessions designed to provide statehouse reporters insight on the complexities of issues facing state officials.

Thompson participated on a panel about how states are taking a hard look at the rapidly rising costs of their corrections systems. Others on the panel were Kermit Brashear, a former state senator and speaker of the legislature in Nebraska, Adam Gelb, project director of the Pew Public Safety Performance Project, and Roger Werholtz, Kansas secretary of corrections. The session was moderated by Lori Grange, senior officer, Pew Center on the States.

Ruiz participated in a panel discussion about the difficulty state and federal officials have in getting a grip on the emotionally charged issue of immigration. Other participants in the session, moderated by Pamela Prah, reporter for Stateline.org, were Sheri Steisel, policy expert with the National Conference of State Legislatures, and Gretchen Livingston, research assistant with The Pew Hispanic Center.

Trends in state budgets and how states are grappling with tax issues were the topics of the Taxes and Budget panel that included CanagaRetna. Also participating in the discussion were Chris Atkins, senior tax counsel and director of state fiscal projects for the Tax Foundation, and Chris Edwards, director of tax policy studies for the Cato Institute.

SLC Selects New Officers


Howard was selected for the post during the July SLC meeting in Colonial Williamsburg, Va.

Also selected during the meeting were South Carolina Speaker of the House Bobby Harrell as vice chair and Sen. Jeff Wentworth of Texas as chair-elect. The immediate past chair is Speaker Glenn Richardson of Georgia.

The 61st Annual Meeting of the Southern Legislative Conference drew nearly 1,700 delegates, legislative staff and guests from the 16 member states. The meeting included a plenary session which featured Rep. Jim Guest of Missouri and Sen. Larry Martin of South Carolina who discussed the financial and other implications of the federal REAL ID program. Former U.S. House Speaker Newt Gingrich spoke at the opening plenary session. The closing plenary featured Dr. William M. Kelso, director of archaeology for the Preservation of Virginia Antiquities, who discussed the discoveries from the excavation at the 1607 James Fort site.

The SLC will hold its Fall Issues Conference Oct. 26–29 in San Antonio, Texas.

U.S., Mexico State Attorneys General Meet

State attorneys general from the U.S. and Mexico discussed issues of common interest and exchanged information at the July Conference of Western Attorneys General (CWAG) in Anaheim, Calif.

The facilitation of binational cooperation among U.S. and Mexico attorney generals is part of the newly established U.S.—Mexico State Alliance Partnership among The Council of State Governments, the U.S. Agency for International Development (USAID), CWAG and Mexico state attorneys general. The partnership builds on the work of the Border Legislative Conference.

The meeting—attended by 27 U.S. and five Mexican state attorneys general—included a focus on U.S.—Mexico judicial issues such as binational cooperation, extraditions and human trafficking.

Breakout sessions covered specific topics:

- Selection and Recruitment of Law Enforcement Personnel with Bill Mickelson of South Dakota DCI and Rick Oules of the California Department of Justice;
- Criminal Investigation Techniques with Ernest Figueroa of the Nevada Attorney General’s Office and Kris Dighe of the U.S. Department of Justice;
- Presentation of Evidence in Organized Crime Cases with Frank Collins of the Arizona Attorney General’s Office and Adrianna Vieco of the U.S. Department of Justice; and
- Responding to Human Trafficking with Imelda Buncab of Coalition to Abolish Slavery & Trafficking (CAST), Camerón “Kip” Holmes of Arizona Attorney General’s Office and Adrianna Vieco of U.S. Department of Justice.

The next meeting will take place during the biannual reunion of the National Conference of Attorney Generals of Mexico (CNPJ by its Spanish acronym) in Tuxtla-Gutierrez, Chiapas, Sept. 19–21, 2007.

For more information visit www.borderlegislators.org or www.cwagweb.org, or contact Edgar Ruiz, program director of the Border Legislative Conference, at (916) 553-4423 ext. 102 or via e-mail at eruiz@csg.org.
This calendar lists meetings as designated by CSG’s Annual Meeting Committee. For details of a meeting, call the number listed. “CSG/” denotes affiliate organizations of CSG. Visit www.csg.org for updates and more extensive listings.

September 2007
- Sept. 6–7: CSG/Eastern Regional Conference—Powerless People Need Powerful Friends: A Policymaker’s Conference on Early Childhood Education and Care—Using the Data—UMASS Boston-Kennedy Library—Hilton Doubletree Bayside Hotel, Contact Michelle Shinwaber at (646) 383-5728 or mishinwaber@csg.org.
- Sept. 16–19: CSG/CSCWEST—Annual Meeting—Jackson Lake Lodge, Wyo. Contact Lolita Urrutia at (916) 553-4423 or csgw@csg.org.
- Sept. 19–21: Alliance Partnership Forum in Conjunction with Mexico’s National Administration of Attorneys General (CNPJ)—Tuxta-Gutierrez, Chiapas. Contact Edgar Ruiz at (916) 553-4423 or eruiz@csg.org.
- Sept. 24–26: CSG/State Interagency Commission for Adult Offender Supervision—2007 Annual Business Meeting—Orlando, FL—Coronado Springs Resort, Walt Disney World. Contact Kelli Price for registration information at kprice@interstatecompact.org or (859) 244-8235 or for more information visit www.interstatecompact.org/resources/annual/default.shtml.
- Sept. 27–Oct. 2: CSG/National Emergency Management Association—NEMA Annual Conference—Oklahoma City— Cox Convention Center and Renaissance Oklahoma City. Contact Karen Cobuluis at (859) 244-8143 or kcobuluis@csg.org.
- Sept. 29–Oct. 4: CSG—2007 Henry Toll Fellowship Program—Lexington, Ky.—Hilton Suites at Lexington Green. Contact Krista Rinehart at krinehart@csg.org or (859) 244-8249 or www.csg.org/leadership/tollfellows/default.aspx.

October 2007
- Oct. 18–20: XVI Border Legislative Conference—Santa Fe, NM. Contact Edgar Ruiz at (916) 553-4423 or eruiz@csg.org.
- Oct. 26–29: SLC Fall Issues Conference—San Antonio, TX. Contact Colleen Cousineau or Elizabeth Lewis at (404) 633-1866 or visit www.slcatlanta.org for additional information.

November 2007
- Nov. 5–8: CSG/CSCWEST—Western Legislative Academy—Colorado Springs, Colo. Contact Mary Lou Cooper at (916) 553-4423 or csgw@csg.org.
- Nov. 11–14: CSG Annual State Trends and Leadership Forum—Oklahoma City, Okla. Contact Registration at 1-800-800-1910 or registration@cscc grants.org.
- Nov. 12–14: CSG/State International Development Organizations—Annual Meeting—Oklahoma City, Ok. Contact Chris Whatley, Director of International Programs, at cwhatley@csg.org or (202) 624-5460.

December 2007
- Dec. 2–5: CSG/National Association of State Treasurers—NAST Treasury Management Conference—San Antonio, TX—Hyatt Regency Hill Country. Contact Adnee Hamilton at (859) 244-8174 or ahamilton@cscc grants.org.

February 2008

March 2008
- March 10–14: CSG/National Emergency Management Association—NEMA Mid-Year Conference—Washington, DC. Contact Karen Cobuluis at (859) 244-8143 or kcobuluis@csg.org.

April 2008
- April 8–10: CSG/State International Development Organizations—SIDO White House Forum—Washington, DC. Contact Chris Whatley, Director of International Programs, at cwhatley@csg.org or (202) 624-5460.

July 2008
- July 13–16: CSG/Midwestern Legislative Conference—63rd Annual Meeting—Rapid City, S.D. Contact Cindy Andrews at (630) 925-1922 or candrews@csg.org, or visit www.csgmidwest.org for more information.

August 2008
- Aug. 3–6: CSG/American Probation and Parole Association—33rd Annual Training Institute—Las Vegas, Nev.—Rio All-Suite Hotel. Contact Kris at (859) 244-8204 or visit www.appa-net.org.
- Aug. 8–12: CSG/Midwestern Legislative Conference—14th Annual Bowhay Institute for Legislative Leadership Development (BILLD)—Madison, Wis.—Fluno Center of Executive Education. Contact Laura Tomaka at (630) 925-1922 or ltomaka@csg.org, or visit http://www.csgmidwest.org for more information.
- Aug. 16–20: CSG/Southern Legislative Conference—Oklahoma City, Ok. Contact Elizabeth Lewis at the Southern Legislative Conference at (404) 633-1866 or visit www.slcatlanta.org for additional information.

September 2008
- Sept. 8–11: CSG/National Emergency Management Association—NEMA Annual Conference—Portland, Or. Contact Karen Cobuluis at (859) 244-8143 or kcobuluis@csg.org.

December 2008
- Dec. 4–7: CSG Annual State Trends and Leadership Forum—Omaha, Neb. Contact Registration at 1-800-800-1910 or registration@cscc grants.org.

August 2009
- Aug. 15–19: CSG/Southern Legislative Conference—Annual Meeting—Winston-Salem, NC. Contact Elizabeth Lewis at the Southern Legislative Conference at (404) 633-1866 or visit www.slcatlanta.org for additional information.
- Aug. 9–12: CSG/Midwestern Legislative Conference—64th Annual Meeting—Overland Park, Ks. Contact Cindy Andrews at (630) 925-1922 or candrews@csg.org, or visit www.csgmidwest.org for more information.

Spring and Fall 2008
- CSG/State International Development Organizations—SIDO China Market Research Missions. Contact Chris Whatley, Director of International Programs, at cwhatley@csg.org or (202) 624-5460.
Although the federal government tends to get more attention, state officials are often on the front lines of cutting-edge trends and issues. On the other hand, sometimes in the community of state governments, the more things change, the more they stay the same.

In print since 1958, State News (formerly State Government News) has chronicled many of the changes … and continuities.

Here’s what we reported on:

**40 Years Ago—September 1967**

**Returning Prisoners to Society**

The problem of assisting prisoners in making the transition from prison to the community received widespread attention at the state level in the summer of 1967. An article in the September 1967 State Government News highlighted two state programs aimed at assisting that transition.

Legislation enacted in Illinois authorized the Department of Public Safety to establish and maintain both halfway houses and work-release centers. The legislation permitted the state to transfer to those transitional locations any prisoner who had completed at least half of his minimum sentence and had not been convicted of aggravated kidnapping, treason or murder.

The South Carolina Board of Corrections authorized the director of Corrections to establish community corrections centers in the state’s most populous regions. The community corrections centers were designed to meet the needs of prisoners who would be returned to their communities, primarily the lack of education and salable skills. The centers would also help the prisoner to gradually become accustomed to being back in society.

**Update**

The Council of State Governments Justice Center recently convened a meeting to discuss how to improve collaborations between state governments and community and faith-based organizations to serve people released from prisons and jails. Representatives from federal and state agencies, community and faith-based organizations, and private foundations offered their perspectives on the most significant factors limiting successful re-entry partnerships, and what can be done to address them. The Justice Center convened the meeting with support from the Bureau of Justice Assistance, U.S. Department of Justice, and the Center for Faith-Based and Community Initiatives, U.S. Department of Labor.

**25 Years Ago—September 1982**

**Budgets: From Shaky to Stable**

States were having a difficult time balancing their budgets in 1982. A story in the September 1982 State Government News reviewed the problems facing state governments after a financially unstable year. The article found the persistent recession, federal program changes and budget cuts, along with self-imposed tax and spending limitations threatened many states’ financial security.

The article also found ending state balances for the fiscal year fell dangerously below the safety margin (5 percent of expenditures). The National Association of State Budget Officers (NASBO) reported the projected aggregate spending balance for FY 1982 was 1.5 percent down, down from 4.5 percent in 1981.

**Update**

NASBO’s Fiscal Survey of the States for June 2007 found most states continue to experience stable financial conditions, due in part to continued revenue growth that has exceeded budget expectations.

The NASBO report, available at www.nasbo.org, found that states have been able to absorb “persistent and mounting” spending pressures in areas such as health care, infrastructure, education, employee pension systems and employee benefits.

The report did find that three states—Michigan, Rhode Island and Wisconsin—were forced to make mid-year budget cuts totaling approximately $170 million fiscal 2007.

**10 Years Ago—September 1997**

**High-Performance Higher Education**

States were considering tying funding to performance for higher education institutions, with South Carolina leading the way.

According to a September 1997 State Government News article, South Carolina tied 100 percent of the state’s higher education budget to measurable achievements. That bill had passed in 1996, and 10 states subsequently passed similar legislation.

The performance-funding bill established mission statements for the state and the institutions. It rewards institutions for quality and prescribes consequences for failure. The state was planning to phase in 37 performance indicators through 2000.

**Update**

According to a report from The Rockefeller Institute of Government in 2000, the number of states using performance funding for higher education grew from 10 in 1997 to 17 in 2000. The report found that interest in performance funding had dropped over the years.
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