Thank you!

CSG LEADERSHIP CIRCLE

To learn more about the CSG Associates Program and Leadership Circle, please contact

Maggie Mick, Director of Development | The Council of State Governments | ph 859.244.8113 | mmick@csg.org
**CSG Leadership Circle**
1-800 Contacts Inc.  
CVS Health  
Edison Electric Institute  
Esi  
GlaxoSmithKline  
Hospital Corporation of America  
Intuit  
Mylan  
Novo Nordisk Inc.  
PhRMA  
RAI Services Company  
RELN Inc.  
SAP  
Sunovion Pharmaceuticals Inc.*  
The International Council of Shopping Centers*  
The Procter & Gamble Company

**CSG Senior Associates**
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Abbott  
American Chemistry Council  
Amway  
Apollo Education Group Inc.  
Astellas US LLC*  
AT&T  
Bayer  
Celgene Corporation  
Eli Lilly and Company  
Mallinckrodt Pharmaceuticals  
Novartis Pharmaceuticals  
Walmart

**CSG Associates**
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ACT Inc.  
Advance America  
Air-Conditioning Heating and Refrigeration Institute  
Allergan  
Alliance of Automobile Manufacturers  
Altria Client Services Inc.  
Alzheimer’s Association  
Amazon  
America’s Health Insurance Plans  
American Bankers Association  
American Coalition for Clean Coal Electricity  
American Dental Association  
**American Electric Power**  
American Fuel & Petrochemical Manufacturers  
American Gas Association  
American Nurses Association  
American Society of Civil Engineers  
Amgen  
Anthem Inc.  
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Bank of America  
Biogen  
Biotechnology Innovation Association  
BlueCross BlueShield Association  
Boehringer Ingelheim Pharmaceuticals Inc.  
Bridgepoint Education  
Bristol-Myers Squibb  
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Capital One  
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Chevron Corporation  
Citigroup Inc.  
Comcast Corporation  
Consumer Energy Alliance  
Consumer Healthcare Products Association  
CropLife America  
CTIA - The Wireless Association  
Daichi Sankyo Inc.  
DuPont  
eviCore healthcare  
Express Scripts Inc.  
ExxonMobil Corporation  
Facebook  
**FanDuel**  
Feld Entertainment  
Financial Services Institute Inc.  
Genentech  
General Electric Company  
Generic Pharmaceutical Association  
Global Automakers  
**Healthcare Distribution Alliance**  
Honda  
iCitizen  
International Game Technology  
**Internet Association**  
Institute for Building Technology and Safety  
Institute of Scrap Recycling Industries Inc.  
International Franchise Association  
International Paper  
Johnson & Johnson  
Koch Companies Public Sector LLC  
LexisNexis  
LifePoint Health  
LKQ Corporation  
Mars Inc.  
MasterCard Worldwide  
MAXIMUS Inc.  
McKesson Corporation  
McLane Company Inc.  
Mead Johnson Nutrition  
Microsoft Corporation  
Molina Healthcare  
MultiState Associates Inc.  
National Association of Home Builders  
National Beer Wholesalers Association  
National Cable & Telecommunications Association  
National Council of State Boards of Nursing Inc.  
National Electrical Manufacturers Association  
National Rural Electric Cooperative Association  
New Avon LLC  
Nissan North America Inc.  
Norfolk Southern Corporation  
Oasis Financial  
Personal Care Products Council  
Pfizer  
**Pharmaceutical Care Management Association**  
Philips  
Premier Inc.  
Prime Therapeutics  
Professional Beauty Association  
Purdue Pharma L.P.  
Sandoz Inc. – a Novartis company  
Sprint Corporation  
St. Jude Children’s Research Hospital  
Stateside Associates  
Teva Pharmaceuticals  
The Carpet & Rug Institute  
The Coca-Cola Company  
The Kraft Heinz Company  
**The United States Energy Association**  
Toy Industry Association Inc.  
Toyota Motor North America  
United Parcel Service (UPS)  
Visa Inc.  
Walgreen Co.  
Wells Fargo & Company

**Global Development Fund Member**

**Bold denotes New Member in 2016**
DOWNLOAD THE 2016 CSG NATIONAL CONFERENCE APP

The 2016 CSG National Conference App provides session times, room assignments, maps and materials all at your fingertips while keeping you informed in real time about conference events. With more than 40 different sessions on the agenda, downloading the app will ensure you don’t miss any of the important events CSG has planned.

Available on iTunes, BlackBerry World, Google Play and Windows Phone Stores.
Dear friend:

We are pleased you have joined us in Colonial Williamsburg, Virginia, for The Council of State Governments’ National Conference.

Today, state leaders face complex challenges in governing the states. The same courage, heart, fight, resilience and perseverance embodied in the history of Williamsburg are very much alive today in the state capitol of our nation.

The founders believed that a balance of ideas and opinions, guided by shared principles, would be vital to our young nation’s future. CSG believes the same is equally true today. This conference will feature two plenary sessions, more than 20 concurrent sessions and a variety of events scheduled to allow you to learn from and network with your peers. We also will celebrate the graduation of CSG’s 30th class of Henry Toll Fellows during a luncheon in their honor on Saturday.

We will continue the tradition of service at the CSG Campaign Against Hunger, our food packaging event on Sunday morning. Please plan to join CSG and Virginia First Lady Dorothy McAuliffe as together we prepare thousands of meals for donation to the Virginia Peninsula Foodbank.

As a CSG National Conference attendee, you will be among the first to visit the new American Revolution Museum in Yorktown, Virginia, where the history of the Revolution is brought to life. You won’t want to miss this special Saturday evening event.

CSG benefits from the generous support of many private-sector CSG Associates and conference sponsors. This meeting would not be possible without their commitment to our success. Please join us in offering our sincere thanks for their support.

Colonial Williamsburg celebrates how America began. We hope this conference is the beginning of revolutionary ideas and historic success for you, your state and our nation. Happy holidays and welcome to historic Colonial Williamsburg.
INTERNET ACCESS
Wireless internet is complimentary in guest rooms and meeting spaces for all registered attendees. You will receive login information upon checking in at the hotel. Internet is also available during CSG registration hours at the CSG Cyber Café in the prefunction area on the lower level of the hotel meeting facilities.

ATTIRE
Dress for CSG National Conference sessions is business casual.

ALCOHOL POLICY
CSG advocates the responsible use of alcohol and encourages the use of designated drivers by all participants at CSG functions.

NAME BADGES
For the safety of attendees, CSG requires all conference participants, including staff and speakers, to display their name badges at all CSG conference sessions and events.

CODE OF CONDUCT
By registering for this conference, you agree to abide by all conference rules and policies at all times. Failure to do so may result in removal from the conference at the discretion of CSG staff. Copies of the conference rules and policies are available at the CSG registration desk and on the CSG National Conference app.

MEDIA POLICY
All media personnel are required to abide by the CSG Media Credential Terms & Agreements. Copies are available at the CSG registration desk.

COMPLIMENTARY COFFEE AND SODA SERVICE
In addition to the daily breakfast and lunch offerings, CSG will offer the following complimentary breaks for coffee and soda.

<table>
<thead>
<tr>
<th>Day</th>
<th>Coffee Service</th>
<th>Coffee and Soda Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, Dec. 8</td>
<td>10 - 10:30 a.m.</td>
<td>2 – 2:30 p.m.</td>
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<tr>
<td>Friday, Dec. 9</td>
<td>10:30 – 11 a.m.</td>
<td>2 – 2:30 p.m.</td>
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<tr>
<td>Saturday, Dec. 10</td>
<td>10 – 10:30 a.m.</td>
<td>2 – 2:30 p.m.</td>
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Registrants of the CSG National Conference will receive the following:

- Admission to the Revolutionary City;
- Complimentary shuttle service around Colonial Williamsburg;
- Interpreter-led tours of the Governor’s Palace, the Capitol building and all government buildings;
- Admission to two world-class art museums;
- A 10 percent discount on some tours and evening programs (some restrictions may apply); and
- Seasonal discounts on carriage rides.

Visits to the Revolutionary City, Governor’s Palace, Capitol building, museums, etc., are at the leisure of the attendee. Attendees will be required to have an official CSG name badge and tour ticket to receive access to the above destinations and service. Tour tickets will be included in the attendee registration packet.

New York Times bestselling author of Rise to Rebellion

Jeff Shaara

Keynote Address
Friday, Dec. 9 | Noon – 2 p.m.
Book signing directly following keynote address.
Book Pre-Sale: Friday, Dec. 9, 10 a.m. – Noon
CSC Innovation Classrooms

Innovation Classroom sessions provide CSC Associate members the opportunity to demonstrate new and cutting-edge technologies impacting public policy in the states. CSC does not endorse the technologies shared as part of this experience.

**Friday, Dec. 9**

- **Autonomous Vehicle Demonstration**
  - Presented by Audi
  - **10 a.m. – Noon**
  - In front of the Williamsburg Lodge Conference Center Building

- **Development, Anatomy & Market Implications of e-Cigarettes**
  - Presented by RAI Services Company
  - **10 – 11 a.m.**
  - Allegheny Room BC, Main Level

- **Autonomous and Connected Vehicles: What’s Next for Industry & the States**
  - Presented by Audi
  - **11 a.m. – Noon**
  - Allegheny Room BC, Main Level

- **Autonomous Vehicle Demonstration**
  - Presented by Audi
  - **2 – 4 p.m.**
  - In front of the Williamsburg Lodge Conference Center Building

- **Mapping for Legislative Offices**
  - Presented by Esri Inc.
  - **2 – 3 p.m.**
  - Allegheny Room BC, Main Level

- **The Knowledge Economy: America’s Economic Development Engine**
  - Presented by Elsevier
  - **3 – 4 p.m.**
  - Allegheny Room BC, Main Level

**Saturday, Dec. 10**

- **Building a Smart Community**
  - Presented by Esri Inc.
  - **8 – 9 a.m.**
  - Allegheny Room BC, Main Level

- **The Knowledge Economy: America’s Economic Development Engine**
  - Presented by Elsevier
  - **9 – 10 a.m.**
  - Allegheny Room BC, Main Level

- **Autonomous Vehicle Demonstration**
  - Presented by Audi
  - **10 a.m. – Noon**
  - In front of the Williamsburg Lodge Conference Center Building

- **Development, Anatomy & Market Implications of e-Cigarettes**
  - Presented by RAI Services Company
  - **10 – 11 a.m.**
  - Allegheny Room BC, Main Level
Autonomous Vehicle Demonstration
Presented by Audi
2 – 4 p.m.
In front of the Williamsburg Lodge Conference Center Building

Using Data & Technology to Enhance Government Operations
Presented by Esri Inc.
2 – 3 p.m.
Allegheny Room BC, Main Level

Autonomous and Connected Vehicles: What’s Next for Industry & the States
Presented by Audi
3 – 4 p.m.
Allegheny Room BC, Main Level

There are three easy ways to enter:

**TWEET!**
Your name will be entered into the drawing every time you tweet from a session at the 2016 CSG National Conference using #CSG2016.

**POST!**
Your name will be entered into the drawing every time you tag The Council of State Governments/@CSGovts in a Facebook post from a 2016 CSG National Conference session.

**CREATE!**
Download the 2016 CSG National Conference app and create your personal profile. Everyone who creates a profile will automatically receive 15 entries into the drawing.

Winners will be drawn from all entries during the CSG Campaign Against Hunger event on Sunday, Dec. 11. You must be present to win. First place will receive a $100 Amazon gift card, second place will receive a $50 gift card and third place will receive a $25 gift card. Unclaimed cards will be donated to the CSG Campaign Against Hunger.

**Contest is only open to registered attendees of the 2016 CSG National Conference.**
CSG NEEDS YOUR HELP!

Sunday, Dec. 11, 9–11 a.m. | Colony Room, Main Level

In Virginia, 1 in 8 people struggles with hunger. We hope you will take a few hours to join in fellowship and fun as we pack meals for local distribution. Come enjoy a festive holiday atmosphere that includes music and prizes while also providing a much-needed service to those in need this holiday season. We hope you will make plans to join CSG in giving back to a rich historical community that has given our country so much.

Door prizes will be drawn from all service project participants who sign in on Sunday. You must be present to win.

Please check your registration packet for important details regarding the service project.
### Wednesday, Dec. 7

**CSG Registration**
Information Desk Open  
1 – 5 p.m.  
Virginia Foyer, Lower Level

### Thursday, Dec. 8

**Buffet Breakfast**  
7 – 9 a.m.  
Prefunction Area, Main Level  
(open to all registered National Conference attendees)  
Breakfast seating will be in the session rooms. There will be no general breakfast seating.

**CSG Registration**  
Information Desk Open  
7 a.m. – 5 p.m.  
Virginia Foyer, Lower Level

**CSG Shared State Legislation Part I**  
8 a.m. – Noon  
Colony Room D, Main Level

**CSG Policy Academy: Medicaid 101**  
8 a.m. – 5 p.m.  
Colony Room E, Main Level  
(open to all registered National Conference attendees)  
State Medicaid programs require major outlays of state revenues, yet these complex programs, which operate under myriad federal and state regulations, typically are understood only by a limited number of veteran legislators. In this session—an abbreviated version of the three-day CSG Medicaid Policy Academy—a faculty of national health care experts and state-level program administrators will highlight strategies states can use to customize Medicaid to fit their states’ unique circumstances and implement promising state reforms to contain Medicaid costs and improve patient health outcomes.

**CSG Policy Academy: Workforce Development Strategies for People with Disabilities**  
8 a.m. – 5 p.m.  
Colony Rooms ABC, Main Level  
(open to all registered National Conference attendees)  
The National Task Force on Workforce Development for People with Disabilities will showcase its National Framework on Disability Employment Policy. This full-day policy academy will provide an in-depth study of the policies, programs and best practices that states can use to improve the employment opportunities for people with disabilities. Topics will include career readiness; hiring, retention and re-entry; entrepreneurship, tax incentives and procurement; and transportation, technology and other employment supports.

**CSG Toll Alumni Academy**  
(invitation only)  
8:30 – 11:30 a.m.  
Breakfast will be available for Toll academy participants from 7 – 8:30 a.m. in Tidewater Room D, Main Level. Buses depart at 8:30 a.m. from the South England Street entrance of the conference center and return at 11:30 a.m.  
Take a journey into the past as CSG transports Toll Fellow alumni to historic Jamestown! Visit the museum honoring America’s first permanent settlement, which includes outdoor replicas of the three ships that sailed from England to Virginia in 1607 as well as life-size re-creations of the colonists’ fort and a Powhatan village. And, of course, it wouldn’t be the Toll Fellows program if there weren’t a few surprises (and leadership exercises) along the way!
Best Practices in Attracting Investment
9 – 10:15 a.m.
Allegheny Room, Main Level
This session is part of the SIDO (State International Development Organizations) 2016 Best Practices Forum & is open to all registered CSG National Conference attendees.
Foreign direct investments, or FDI, are a growing component of state trade directors’ portfolios. This session will examine best practices in developing an effective FDI strategy and coordinating with federal and private partners to increase foreign investment in your state.

The Principles of Pensions
9 a.m. – 3 p.m.
Tidewater Room AB, Main Level
CSG Policy Roundtable
Over the last decade, nearly every state has taken on public pension reform at some level. Today, the financial state of public pensions remains at the forefront of public policy debates across the country. This session will offer a high-level look at the fiscal health of public pensions, how states are approaching reforms, how states are balancing public employee benefits with fiscal responsibility, and emerging trends in policy and governance.

Coffee Service
10 – 10:30 a.m.
Prefunction Area, Main Level
Complimentary coffee will be available.

The New Virginia International Trade Corporation
10:30 – 11:45 a.m.
Allegheny Room, Main Level
This session is part of the SIDO (State International Development Organizations) 2016 Best Practices Forum & is open to all registered CSG National Conference attendees.

In 2016, the commonwealth of Virginia created a new, stand-alone state agency for international trade called the Virginia International Trade Corporation. The new trade office is set to begin operations in April 2017. State legislators, business leaders and other policy leaders will discuss the changes, background and role in developing the new Virginia trade office.

CSG National Conference Committee Working Lunch (invitation only)
Noon – 1:30 p.m.
Tidewater Room D, Main Level
Attendees will pick up lunch from the all-attendee buffet lunch in the prefunction area on the main level and take it to the session room.

Buffet Lunch
Noon – 2 p.m.
Prefunction Area, Main Level
(open to all registered National Conference attendees)
Lunch seating will be in the session rooms. Additional limited lunch seating will be available in the Virginia Room, lower level.
What’s Next for Trade Agreements and Trade Overall?

1:30 – 2:30 p.m.
Allegheny Room, Main Level

This session is part of the SIDO (State International Development Organizations) 2016 Best Practices Forum & is open to all registered CSG National Conference attendees.

Following Great Britain’s exit from the European Union and the U.S. presidential election in November, the pathway for passage of both the Trans-Pacific Partnership and the Trans-Atlantic Trade and Investment Partnership remains challenging. Experts will discuss what’s next for negotiations for the trade agreements, including an overview of the agreements and what they mean for your state.

CSG Leadership Council
(invitation only)
1:30 – 5 p.m.
Tidewater Room C, Main Level

Coffee and Soda Service
2 – 2:30 p.m.
Prefunction Area, Main Level
Complimentary coffee and soda will be available.

Donors’ Reception (invitation only)
5 – 6 p.m.
Rockefeller Room, Williamsburg Inn, Lobby Level
Walking directions: From the Williamsburg Lodge, exit the front doors, cross the street and follow the brick sidewalk along the fountain garden. Continue around the white building (Taste Studio) to the front doors of the Williamsburg Inn.

Evening Event: Welcome to Colonial Williamsburg!
6 p.m.
Virginia Room, Lower Level
Join your colleagues for an evening of history and fun as we kick off the 2016 CSG National Conference. Special guests from the Colonial Williamsburg community will be on hand to share their music, stories and games! Make sure you arrive on time—you won’t want to miss the colonial news of the day from the official Williamsburg town crier!

Friday, Dec. 9

Buffet Breakfast
7 – 8 a.m.
Virginia Room, Lower Level

CSG Registration
Information Desk Open
7 a.m. – 5 p.m.
Virginia Foyer, Lower Level

Moving Beyond No Child Left Behind
8 – 10:30 a.m.
Tidewater Room AB, Main Level
Sponsored by the CSG Education & Workforce Development Public Policy Committee

State officials are closely watching as the U.S. Department of Education releases more information on what the new Every Student Succeeds Act, or ESSA, changes in accountability system requirements and funding mechanisms. As states grapple with the upcoming changes to federal requirements, it is important to know about the increased flexibility for state and local policymakers. This session will explore what the reauthorization of the Elementary and Secondary Education Act means for state leaders, with a focus on accountability systems and data policy.

Water: Trending Issues in the States
8 – 10:30 a.m.
Colony Room ABC, Main Level
Sponsored by the CSG Energy & Environmental Public Policy Committee

States recently have been presented with a host of challenges and opportunities related to water, which not only have human health and safety impacts, but also can result in drastic economic and environmental consequences. The recent Flint, Michigan, water crisis resulted in the exposure of an estimated 8,000 children to lead and other toxins and prompted states to grapple with the daunting task of drinking water infrastructure replacement and repair. Debates continue as to how best to balance extractive industries and agricultural production with water quality protection, while new federal rules complicate state efforts to regulate water resources. Expert panelists will explore these and other pressing water issues and what states are doing to address these challenges.
Top Five Fiscal Trends for 2017
8 – 10:30 a.m.
Piedmont Room BC, Lower Level
Sponsored by the CSG Fiscal & Economic Development Public Policy Committee
What can state leaders do to balance short-term fiscal needs with long-term fiscal stability? How are states’ finances faring now and what will they look like in the upcoming year? What could the federal election mean for state fiscal health over the next four years and beyond? This session will address all these questions and more. Come prepared to discuss your own state and brainstorm about how states can work together to improve the fiscal and economic landscape for all.

Health Care 2017: Rough Seas Ahead
8 – 10:30 a.m.
Tidewater Room CD, Main Level
Sponsored by the CSG Health Public Policy Committee
Health spending in the United States is big business, consuming 17 percent of the gross domestic product. This session will explore trends in health business including consolidation of hospitals, insurance, and physician practices. Business tools such as pay for performance and value-based purchasing are used to reduce costs and increase positive outcomes. Consumer direction and price transparency policies seek to involve the consumer in cost-saving strategies. Expert panelists will discuss these strategies and more.

Realizing the Future: Changes for Transportation on the Horizon
8 – 10:30 a.m.
Colony Room E, Main Level
Sponsored by the CSG Transportation & Infrastructure Public Policy Committee
A federal competition to reshape the American city... Guidance for states on how to envision a future that includes autonomous and connected vehicles... A new administration and a new Congress in Washington... An uncertain future for the federal transportation program... States rethinking their transportation project selection processes in the face of limited resources and increasing politicization... Speakers will discuss how these and other developments will shape the transportation policy discourse in 2017 and beyond.

Development, Anatomy & Market Implications of e-Cigarettes
10 – 11 a.m.
Allegheny Room BC, Main Level
CSG Innovation Classroom presented by RAI Services Company
Scientists and industry experts knowledgeable about the developing field of vapor, or e-cigarettes, will discuss the history and recent development of these products. Participants will explore the function, design and manufacturing of various products in this category in a highly interactive session. The impact of FDA deeming regulations, which extend federal regulatory authority to all electronic nicotine delivery devices and associated products, will be discussed.
**Innovation Classroom sessions provide CSG Associate members the opportunity to demonstrate new and cutting-edge technologies impacting public policy in the states. CSG does not endorse the technologies shared as part of this experience.**

**Book Pre-Sale: Jeff Shaara**

10 a.m. – Noon

Virginia Foyer, Lower Level

Copies of *Rise to Rebellion* and a limited number of additional titles will be available for purchase. *New York Times* bestselling author Jeff Shaara will sign copies of the books following the luncheon.

**Autonomous Vehicle Demonstration**

10 a.m. – Noon

In front of the Williamsburg Lodge Conference Center Building

Presented by Audi

In 2018, Audi will introduce what's expected to be the world's first Level 3 automated driving system with "Traffic Jam Pilot." The system will give drivers the option to travel hands-free up to 35 mph when certain conditions are met—for instance, the vehicle will ensure it is on a limited-access, divided highway.

CSG National Conference participants will be able to check out "Jack," an adapted Audi A7 developed to take over driving duties from 0 to 70 mph when the "piloted" mode is engaged. "Jack" successfully completed a 566-mile test drive from Silicon Valley to Las Vegas, with more than 90 percent of the trip achieved with the driver's hands off the steering wheel and feet off the pedals.

**Civic Education in the States**

10:45 a.m. – Noon

Tidewater Room AB, Main Level

CSG Policy Workshop

Now more than ever, civic fundamentals are vital to the health and future of America’s democracy. Without a foundation in civic principles, the youth of today may not vote or run for public office tomorrow, and the future participation of citizens in America's grand democratic experiment is at risk. As part of CSG's ongoing work to explore the challenges of federalism, this session will feature experts and policymakers to discuss how states are teaching future generations about the role of state and federal governments and civic engagement.

**Results First: Data-Driven Decision-Making in the States**

10:45 a.m. – Noon

Piedmont BC, Lower Level

The Pew-MacArthur Results First Initiative, a project of The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation, works with states to implement an innovative cost-benefit analysis approach to policy evaluation that helps states invest in policies and programs that are proven to work. Come learn how your state can benefit from using this evidence-based approach, including how to ensure that your limited public dollars are directed toward effective, cost-efficient programs that yield high returns on investment.

**Coffee Service**

10:30 – 11 a.m.

Prefunction Area, Main Level

Complimentary coffee will be available.

**Technology Solutions to Advance Military & Overseas Voting**

10:45 a.m. – Noon

Piedmont Room A, Lower Level

Sponsored by the CSG Overseas Voting Initiative

The Overseas Voting Initiative, or OVI, is a joint venture between CSG and the Federal Voting Assistance Program, or FVAP, a U.S. Department of Defense program that assists military and overseas voters. In this panel discussion, the OVI Technology Working Group will announce recommendations in three key areas of study over the past two years: 1) damaged/unreadable ballot duplication, 2) uses for Common Access Cards and digital signatures, and 3) military and overseas voting data standardization.

**CSG Associates Advisory Committee**

10:45 a.m. – Noon

Colony Room D, Main Level

CSG Investment Subcommittee (invitation only)

10:45 a.m. – Noon

Governor Jefferson Boardroom, Main Level
Autonomous and Connected Vehicles: What’s Next for Industry & the States
11 a.m. – Noon
Allegheny Room BC, Main Level
CSG Innovation Classroom presented by Audi

This session will cover one of the hottest topics in the tech and consumer worlds: autonomous and connected vehicles. Participants will have the chance to view one of these vehicles up close while learning about its special features. Future innovations and the legislative landscape will be discussed, and participants will have a chance to review potential policy challenges with an expert.

**Innovation Classroom sessions provide CSG Associate members the opportunity to demonstrate new and cutting-edge technologies impacting public policy in the states. CSG does not endorse the technologies shared as part of this experience.

Shaara is also the author of *Gods and Generals* and *The Last Full Measure*—two novels that complete the Civil War trilogy that began with his father Michael Shaara’s Pulitzer Prize-winning book *Killer Angels.*

Jeff Shaara Book Signing
2 – 2:30 p.m.
Virginia Foyer, Lower Level
Jeff Shaara will sign copies of his book *Rise to Rebellion* and a limited number of other titles. Books will be available for purchase beginning at 10 a.m. in the Virginia Foyer.

Coffee and Soda Service
2 – 2:30 p.m.
Prefunction Area, Main Level
Complimentary coffee and soda will be available.

Mapping for Legislative Offices
2 – 3 p.m.
Allegheny Room BC, Main Level
CSG Innovation Classroom presented by Esri Inc.

Esri’s GIS platform—ArcGIS—allows users to discover, use, make and share data through maps from any device, anywhere, anytime. Learn about how the U.S. Senate and House of Representatives are improving their workflows by using ArcGIS to create and share maps in the cloud. Also discover how state legislators can use GIS tools to easily visualize trends among their constituents,
communicate with the public, and better prepare, understand and defend the impact of policy.

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Autonomous Vehicle Demonstration 2 – 4 p.m.
In front of the Williamsburg Lodge Conference Center Building
Presented by Audi
In 2018, Audi will introduce what’s expected to be the world’s first Level 3 automated driving system with “Traffic Jam Pilot.” The system will give drivers the option to travel hands-free up to 35 mph when certain conditions are met—for instance, the vehicle will ensure it is on a limited-access, divided highway.

CSG National Conference participants will be able to check out “Jack,” an adapted Audi A7 developed to take over driving duties from 0 to 70 mph when the “piloted” mode is engaged. “Jack” successfully completed a 566-mile test drive from Silicon Valley to Las Vegas, with more than 90 percent of the trip achieved with the driver’s hands off the steering wheel and feet off the pedals.

CSG Finance Committee 2:30 – 4:30 p.m.
Colony Room D, Main Level

Federalism 101: Ensuring the State Voice is Heard 2:30 – 4:30 p.m.
Colony Room ABC, Main Level
CSG Policy Workshop
Acts of the national government—whether legislative, executive or judicial in nature—that exceed the enumerated powers of the federal government under the Constitution violate the principle of federalism established by the framers. This session will outline the distribution of power between the federal government and the states and the relationship between these arms of government. It will help states to continue to fulfill their unique responsibilities, addressing issues by the levels of government that are closest to the people.

Workforce Investment—Funding Streams & Trends 2:30 – 4:30 p.m.
Tidewater Room AB, Main Level
CSG Policy Workshop
As state leaders look to lower unemployment rates and increase the number of jobs in their states, funding for workforce development is a key issue for exploration. Join us as we look at innovative policies and programs as well as funding mechanisms used by states, providing ideas on how to blend funding and best utilize federal resources. Best practices and state examples that prepare the workforce and increase jobs will be highlighted.

Diabetes Budgets: Measuring State Commitment to Reduce Chronic Disease 2:30 – 4:30 p.m.
Tidewater Room CD, Main Level
CSG Policy Workshop
One in five health care dollars is spent caring for people with diabetes and prediabetes. Eighty-six million Americans have prediabetes, but most don’t know it. If we can prevent just 30 percent of individuals with prediabetes from developing diabetes, we can save $74 billion in medical costs and lost productivity. A CSG survey of the states looks at how states are tackling diabetes and how they are allocating resources to the effort.

The Knowledge Economy: America’s Economic Development Engine 3 – 4 p.m.
Allegheny Room BC, Main Level
CSG Innovation Classroom presented by Elsevier
The role of state governments in fostering a resilient and growing economy has never been more important. Evidence indicates that states emphasizing the growth of their knowledge and innovation economies do better, regardless of their taxation rates or strategies. Elsevier, in cooperation with CSG, has analyzed the unique strengths and competitive advantages each state holds with re-
spect to knowledge creation and innovation. This analysis provides the foundation for the evidence-based strategic deployment of limited resources to grow, attract and retain technology companies that are the foundation of robust and prospering economies in the states.

**Innovation Classroom sessions provide CSG Associate members the opportunity to demonstrate new and cutting-edge technologies impacting public policy in the states. CSG does not endorse the technologies shared as part of this experience.

CSG Eastern Regional Conference Annual Meeting Committee
3:30 – 4:30 p.m.
Colony Room E, Main Level

Japan Local Government Center Reception
4:30 – 5:30 p.m.
Rockefeller Building, Fountain Garden
Walking Directions: From the Williamsburg Lodge, exit the front doors, cross the street and follow the brick sidewalk to the fountain garden.

CSG Toll Fellows 30th Anniversary Celebration (invitation only)
4:30 – 5:45 p.m.
East Lounge,Williamsburg Inn
Walking directions: From the Williamsburg Lodge, exit the front doors, cross the street and follow the brick sidewalk along the fountain garden. Continue around the white building (Taste Studio) to the front doors of the Williamsburg Inn.

Evening Event: Colonial Tavern Dinners
5:45 p.m.
Virginia Room, Lower Level
Experience dining in some of the very same taverns frequented by George Washington, Thomas Jefferson and Patrick Henry! Make sure you check in at the CSG registration desk for your tavern assignment prior to 2:30 p.m. on Friday, Dec. 9. All conference attendees will meet in the Virginia Ballroom at 5:45 p.m. Special guests will escort attendees to their assigned tavern. Please wear comfortable walking shoes.

Attendees MUST meet in the Virginia Ballroom at 5:45 to participate in the tavern dinners; no exceptions. Attendees may only attend dinner at their pre-assigned tavern. Please see the CSG registration desk with any questions.
Saturday, Dec. 10

Buffet Breakfast
7 – 8 a.m.
Virginia Room, Lower Level

CSG Registration
Information Desk Open
7 a.m. – 5 p.m.
Virginia Foyer, Lower Level

Building a Smart Community
8 – 9 a.m.
Allegheny Room BC, Main Level
CSG Innovation Classroom presented by Esri Inc.
Smart Communities employ technology to improve government operations. This “smart” trend is worldwide and driven by top-down initiatives, affects all governments from municipalities to counties and states, and has become a standard expectation of citizens. Esri’s GIS platform—ArcGIS—allows users to discover, use, make and share data through maps from any device, anywhere, anytime. This session will focus on how states use GIS tools to improve productivity, efficiency, transparency, collaboration and citizen engagement.

Response & Recovery: Lessons Learned from Hurricane Matthew
8 – 10 a.m.
Tidewater Room AB, Main Level
CSG Policy Workshop
In October, Florida, Georgia, South Carolina, North Carolina and Virginia felt the impact of Hurricane Matthew, a storm that had battered the eastern Caribbean with Category 5 intensity and up to 160 mph winds. Although diminished by the time it reached the Atlantic Coast, Matthew left behind eroded beaches, downed trees and power lines, severely damaged roads, blocked bridges and flooded coastal communities. This session will examine how the actions taken by state and local officials as the storm approached helped save lives, how the post-storm recovery efforts are going now and the infrastructural, environmental and economic challenges that still lie ahead.

Global Protocols for State Leaders at Home & Abroad
8 – 10 a.m.
Tidewater Room CD, Main Level
Sponsored by the CSG International Committee
International trade is a vital part of state economic development, and increasingly state officials are engaged in hosting international dignitaries and traveling to foreign countries on trade and educational exchanges. Being comfortable with different cultural styles and expectations can be as important as the discussion itself. This is a training session on cross-cultural awareness and etiquette.
Case Study in Collaboration: Elder Guardianship
8 – 10 a.m.
Piedmont Room, Lower Level
Sponsored by the CSG Interbranch Committee
Over the past three years, a majority of states have instituted changes to state guardianship laws in order to help combat elder abuse or neglect. However, it takes the cooperation and collaboration of all three branches of government in order to make these changes successful. Join the CSG Interbranch Committee as it explores the innovative ways state leaders are working together to better the lives of families having to make tough decisions when pursuing elder guardianship while also protecting the rights and safety of those requiring care.

CSG Shared State Legislation Part II
8 – 11 a.m.
Colony Room D, Main Level

The Knowledge Economy: America’s Economic Development Engine
9 – 10 a.m.
Allegheny Room BC, Main Level
CSG Innovation Classroom presented by Elsevier
The role of state governments in fostering a resilient and growing economy has never been more important. Evidence indicates that states emphasizing the growth of their knowledge and innovation economies do better, regardless of their taxation rates or strategies. Elsevier, in cooperation with CSG, has analyzed the unique strengths and competitive advantages each state holds with respect to knowledge creation and innovation. This analysis provides the foundation for the evidence-based strategic deployment of limited resources to grow, attract and retain technology companies that are the foundation of robust and prospering economies in the states.

Coffee Service
10 – 10:30 a.m.
Prefunction Area, Main Level
Complimentary coffee will be available.

Development, Anatomy & Market Implications of e-Cigarettes
10 – 11 a.m.
Allegheny Room BC, Main Level
CSG Innovation Classroom presented by RAI Services Company
Scientists and industry experts knowledgeable in the developing field of vapor, or e-cigarettes, will discuss the history and recent development of these products. Participants will explore the function, design and manufacturing of various products in this category in a highly interactive session. The impact of FDA deeming regulations, which extend federal regulatory authority to all electronic nicotine delivery devices and associated products, will be discussed.

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Autonomous Vehicle Demonstration

**10 a.m. – Noon**

In front of the Williamsburg Lodge Conference Center Building

Presented by Audi

In 2018, Audi will introduce what’s expected to be the world’s first Level 3 automated driving system with “Traffic Jam Pilot.” The system will give drivers the option to travel hands-free up to 35 mph when certain conditions are met—for instance, the vehicle will ensure it is on a limited-access, divided highway.

CSG National Conference participants will be able to check out “Jack,” an adapted Audi A7 developed to take over driving duties from 0 to 70 mph when the “piloted” mode is engaged. “Jack” successfully completed a 566-mile test drive from Silicon Valley to Las Vegas, with more than 90 percent of the trip achieved with the driver’s hands off the steering wheel and feet off the pedals.

Combating Opioid Abuse in the States

**10:30 a.m. – Noon**

Tidewater Room AB, Main Level

CSG Policy Workshop

As states battle the heroin and opioid epidemics, they are doing so in the remnants of an economic recession that saw an estimated $5 billion cut from state mental health budgets. With less than two cents of every state and federal dollar allocated to-ward substance abuse and addiction spent on prevention and treatment, government at all levels, as well as private organizations, are developing best practices that focus scarce resources on preventing and treating addiction. This session will highlight innovative programs, practices and policies focused on the prevention and treatment of substance abuse and opioid addiction in the United States.

**The Next Presidential Administration & Relations with the States**

**10:30 a.m. – Noon**

Piedmont Room, Lower Level

CSG Policy Workshop

On Jan. 20, 2017, the President-elect Donald Trump will officially take over the White House. Presidential transitions offer a new opportunity to refresh and reset relationships between the states and the federal government and mark a chance for state leaders to inform, educate and influence the incoming administration on issues important to their state and the people they serve. This session will provide state leaders with the knowledge they need to help the next president’s team hit the ground running on day one and ensure shared priorities are met.
2016 CSG Toll Fellow Graduation & Luncheon

Noon – 2 p.m.
Virginia Room, Lower Level
Keynotes: Thomas Jefferson and Patrick Henry
What better way to celebrate the 2016 CSG Toll Fellowship Class than with two of the greatest leaders in America’s history? Thomas Jefferson—a serious-minded, freckle-faced boy of 16 from the rolling hills of Albemarle County, Virginia—first came to Williamsburg early in 1760 as a student at the College of William & Mary. From these humble beginnings grew the man who would become governor of Virginia and later president of the United States.

Patrick Henry was born in Hanover County, Virginia, in 1736. A symbol of America’s struggle for liberty and self-government, Henry was a lawyer, patriot, orator and willing participant in virtually every aspect of the founding of America.

These two colonial powerhouses will come together to discuss colonial America and leadership in a lively session moderated by CSG Executive Director/CEO David Adkins.

Coffee and Soda Service

2 – 2:30 p.m.
Prefunction Area, Main Level
Complimentary coffee and soda service will be available.

Using Data & Technology to Enhance Government Operations

2 – 3 p.m.
Allegheny Room BC, Main Level
CSG Innovation Classroom presented by Esri Inc.
Every day, legislators make important decisions about where to spend taxpayers’ money, relying heavily on data. We ask a lot of questions about how the programs we fund will benefit our constituents and for what those funds will be used. Led by Esri, a GIS software company based in Redlands, California, this session will focus on using data and apps to make better policy decisions and the importance of formal data management practices.

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Autonomous Vehicle Demonstration

2 – 4 p.m.
In front of the Williamsburg Lodge Conference Center Building
Presented by Audi
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Defending the Principles of Federalism
2:30 – 4:30 p.m.
Colony Room ABC, Main Level
Sponsored by the CSG Intergovernmental Affairs Committee
Government works best when federal and state agencies act within their proper spheres of authority. Disputes regarding the proper roles of federal and state governments have become increasingly common in recent years, and this has led a growing number of states to bring lawsuits against the federal government challenging a variety of federal initiatives on the grounds that they raise federalism issues. This session will examine state standing in taking judicial action against federal policies.

Advancing Economic Development in the States: The Triple Helix Model
2:30 – 4:30 p.m.
Colony Room D, Main Level
CSG Policy Workshop
As the United States’ economy gains momentum, state leaders are focused on answering a few key questions. How can the U.S. sustain that momentum? Where should we place our bets and invest our resources to create long-term pathways to prosperity? This session will bring together experts from government, academia and the private sector to discuss how best to collaborate in developing a long-term strategy to grow the economy and create quality jobs.

Reflecting on a Quarter Century of Charter Schools
2:30 – 4:30 p.m.
Piedmont Room, Lower Level
CSG Policy Workshop
This year marks the 25th anniversary of the passage of the first state law authorizing charter schools. A quarter century later, it is fitting to reflect on successful charter school models as well as the failures in the charter school movement—and to ask what challenges the next 25 years will bring in education. This panel will feature proponents and opponents of charter schools as well as state education leaders in a robust conversation about education reform.

CSG Midwestern Legislative Conference Executive Committee Meeting
2:30 – 5 p.m.
Colony Room E, Main Level

Autonomous and Connected Vehicles: What’s Next for Industry & the States
3 – 4 p.m.
Allegheny Room BC, Main Level
CSG Innovation Classroom presented by Audi
This session will cover one of the hottest topics in the tech and consumer worlds: autonomous and connected vehicles. Participants will have the chance to view one of these vehicles up close while learning about its special features. Future innovations and the legislative landscape will be discussed, and participants will have a chance to review potential policy challenges with an expert.

CSG Regional Receptions
5 – 6 p.m.
- CSG Eastern Regional Conference
  Tidewater Room A, Main Level
- CSG Midwestern Legislative Conference
  Tidewater Room B, Main Level
- CSG Southern Legislative Conference
  Tidewater Room C, Main Level
- CSG West
  Tidewater Room D, Main Level
Evening Event: American Revolution Museum at Yorktown  
6:30 p.m.
Buses will depart from the South England Street entrance of the conference center beginning at 6 p.m. The last bus will depart the American Revolution Museum at 8:30 p.m. Travel time is approximately 20-25 minutes.

The American Revolution Museum at Yorktown tells anew the story of the nation’s founding, from the twilight of the colonial period to the dawn of the Constitution and beyond. Comprehensive indoor galleries feature period artifacts, immersive environments, interactive exhibits and films, including “The Siege of Yorktown,” with a 180-degree surround screen and dramatic special effects. CSG attendees may even run into President George Washington or General Lafayette as they travel through the exhibits!

SGAC Late Night Event  
9 p.m.
The Trellis, 403 West Duke of Gloucester Street
Join the State Government Affairs Council, or SGAC, and fellow conference attendees for an evening of networking in Colonial Williamsburg. The “Late Night” event will be held from 9 p.m. to midnight at The Trellis, located at 403 West Duke of Gloucester Street, a short walk from the host hotels.

Sunday, Dec. 11

Buffet Breakfast  
8 – 9 a.m.
Tidewater Room, Main Level

CSG Registration Information Desk Open  
8 a.m. – Noon
Virginia Foyer, Lower Level

CSG Campaign Against Hunger Service Project  
9 – 11 a.m.
Colony Room, Main Level
Sign in begins at 8:30 a.m.; packaging begins at 9 a.m.
In Virginia, 1 in 8 people struggles with hunger. We hope you will take a few hours on Sunday morning to join in the fellowship and fun as we pack meals for local distribution. Come enjoy a holiday atmosphere that includes music and prizes while also providing a much-needed service to those in need this holiday season. We hope you will make plans to join CSG in giving back to a rich historical community that has given our country so much.

Goal: 32,000 packaged meals

CSG Executive Committee & Luncheon  
11:30 a.m. – 1:30 p.m.
Virginia Room, Lower Level
(open to all registered National Conference attendees)
Please note: Lunch will be served following the business portion of the Executive Committee meeting.
CSG MISSION
Established in 1933, The Council of State Governments is the only organization that takes state government to the next level by creating a multibranch, nonpartisan community. Because of this community, we are able to identify and share best practices and take on the critical challenges of the future in an unparalleled fashion. We conduct research, create forums for innovation and, through our community, ensure the states continue to be recognized as the laboratories of democracy.

CSG OVERVIEW
Governors, legislators, justices, appointed officials and agency directors—our community is composed of officials from all three branches of government from every state and territory in the U.S. Several Canadian provinces also participate in the CSG community through affiliations with CSG regional offices. CSG expertise includes affiliate organizations with specialized knowledge and the CSG Justice Center. Government affairs professionals from Fortune 500 companies, professional associations and nonprofit groups participate in the community through the CSG Associates program.

CSG WASHINGTON, D.C., OFFICE
The CSG Washington, D.C., office provides a voice for state leaders to Congress. The Washington office monitors federal developments and trends and evaluates the impact of federal activities, including U.S. Supreme Court decisions, on states. The CSG Washington office is well positioned to create the kind of relationships that grow into partnerships between the states and the federal government.

CSG REGIONS
Regional by design, CSG is a national community with six offices across the U.S. The headquarters office is in Lexington, Kentucky, and the federal liaison office is located in Washington, D.C. Regional offices are located in Atlanta, Chicago, New York City and Sacramento, California. All CSG members have the opportunity to participate on two levels—regional and national. This structure invites focused participation from members on a more intimate, regional level and also provides a national community to exchange information and ideas.

CSG HEADQUARTERS
The national office in Lexington, Kentucky, is the epicenter for The Council of State Governments’ mission to help make states stronger. The headquarters office provides policy analysis and tracks national issues facing state governments. The Lexington staff also manages CSG national meetings and programs. These national meetings convene state leaders, private-sector partners and staff from every region to learn from guest speakers, network with colleagues and share solutions. CSG flagship publications, such as *The Book of the States* and *Capitol Ideas* magazine, also are produced at our national office. State leaders rely on these publications, as well as our many policy briefs and multimedia materials, to assist them in the challenge of governance. The national office is also home to other CSG national programs: the Henry Toll Fellowship, the Associates program, CSG Affiliate organizations, Shared State Legislation and the National Center for Interstate Compacts.

To learn more about CSG, visit [www.csg.org](http://www.csg.org).
Williamsburg Lodge Conference Center Lower Level

- Virginia Room
- Piedmont & Virginia Prefunction
- Hospitality Suites
  - Hepburn Suite (Room 4103)
  - Underwood Suite (Room 4102)
  - Perry Suite (Room 4115)
  - Shaw Suite (Room 4107)

PARLOR AREA (SQ. FT.)
- Hepburn Suite: 775 sq. ft. (maximum of 35 for reception)
- Underwood Suite: 1,035 sq. ft. (maximum of 50 for reception)
- Perry Suite: 635 sq. ft. (maximum of 30 for reception)
- Shaw Suite: 705 sq. ft. (maximum of 35 for reception)
2017 CSG Business Meeting  
April 20–23  
Lexington, Kentucky

CSG Midwest: Midwestern Legislative Conference 72nd Annual Meeting  
July 9–12  
Des Moines, Iowa

CSG South: Southern Legislative Conference 71st Annual Meeting  
July 29–Aug. 2  
Biloxi, Mississippi

CSG East: Eastern Regional Conference 57th Annual Meeting  
Aug. 13–17  
Uncasville, Connecticut

CSG West 70th Annual Meeting  
Aug. 16–19  
Tacoma, Washington

2017 CSG National Conference  
Dec. 14–17  
Las Vegas, Nevada

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