2011 Year in Review
The Council of State Governments-WEST

The Hawaiian outrigger canoe describes the voyage that we, as legislative leaders, embark upon to navigate the challenging and uncharted waters of our times. The Hawaiians have a phrase “Pupukahi i holomua” which means “unite to move forward.” This is the spirit of Hawaiian canoe paddlers who pull their paddles in unison to reach their destination. Grab a paddle...

- Marcus R. Oshiro, Hawaii Representative and 2011 CSG·WEST Chair
About CSG-WEST

The Council of State Governments-WEST (CSG-WEST) is a nonprofit and nonpartisan organization that serves Western state legislatures. Legislators and key legislative staff come together to share ideas across state borders. Meetings and policy forums offer lawmakers an opportunity to network with each other and to work with other elected leaders in the West on common policy goals.

CSG-WEST and its sister region in the South partner with states on both sides of the U.S.-Mexico border to work on key issues affecting the security and prosperity of the border region. Associate members from the Canadian provinces of Alberta and British Columbia as well as the Pacific islands of American Samoa, the Commonwealth of the Northern Mariana Islands and Guam are also valued participants in CSG-WEST.

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Cover photo: Hawaii Visitors and Convention Bureau (HVCB) / Linda Ching

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2011 was an exciting and transformational year for The Council of State Governments–WEST. CSG-WEST, in partnership with the Hawaii Legislature, delivered among the most robust and best attended Annual Meetings in recent years. The 64th Annual Meeting in Hawaii provided professional development training and a unique setting for Western legislators to exchange information on critical issues affecting the region and the Asia-Pacific community.

We are proud to report the successful completion of the 12th Western Legislative Academy, the West’s premier training event for newer lawmakers. The Class of 2011 spent long hours working to improve their legislative effectiveness and to build support of their legislative institutions.

Taking advantage of our shared borders with Canada and Mexico, CSG-WEST delivered opportunities for cross-border cooperation. This included the hosting of substantive forums by the Border Legislative Conference and CSG-WEST serving a key role in the 2011 CSG National Conference and North American Summit held in Bellevue, Washington. The Summit convened stakeholders from all three countries to discuss and identify strategies aimed at enhancing economic competitiveness, energy security, and the environment.

The year also marked significant internal change. After 15 years of dedicated service to CSG-WEST, Kent Briggs retired as Executive Director in November. Kent’s insights and jovial personality will be missed. Preceding his retirement, CSG-WEST conducted an extensive national search that resulted in the selection of Edgar Ruiz as the new Executive Director.

As we look back at 2011, we have much to celebrate. As we look forward, CSG-WEST will continue to serve Western legislators with opportunities for the exchange of ideas and best practices. From education to energy to fiscal affairs and more, CSG-WEST in 2012 will offer forums, training, webinars and committee events to address the unique concerns of our region.

Please join us July 20-23 in Edmonton, Alberta, Canada as policymakers and international experts gather for our 2012 annual meeting and North America Summit.

Sincerely,

Representative Rosie Berger, Wyoming
CSG-WEST Chair

Assemblyman Kelvin Atkinson, Nevada
CSG-WEST Chair-Elect

Representative Craig Johnson, Alaska
CSG-WEST Vice Chair

Representative Marcus Oshiro, Hawaii
CSG-WEST Immediate Past Chair
Edgar E. Ruiz is the new executive director of CSG-WEST. He assumed his duties, November 2, 2011.

“Mr. Ruiz has been deeply involved in the initiatives, issues and programs of CSG-WEST during the 10 years he has been an employee of the organization, rising to the position of Deputy Director,” said Representative Marcus R. Oshiro, Hawaii, 2011 Chair of CSG-WEST, who announced the appointment.

“We are indeed fortunate to have a candidate with the experience, insight and bilingual skills that Edgar brings to this position,” continued Rep. Oshiro, who chaired the Search and Selection Committee. “His background on the legislative staff of a California Assemblymember, as well as his experience in working at the state and local levels of government and as a key member of our CSG-WEST team, give him the breadth of service that impressed the members of the selection committee.”

Mr. Ruiz holds a Bachelor’s degree in Political Science and a Master of Public Administration from San Diego State University, and a Law Degree from the Lincoln Law School of Sacramento.

“His knowledge and appreciation of the economic connection between traditional issues such as water, public lands, energy, and the western environment was impressive,” said Rep. Oshiro.

“The committee was also interested in the examples of Mr. Ruiz’s entrepreneurial instincts that have resulted in the creation of the Border Legislative Conference (BLC). The conference has strengthened and defined the role of state legislatures on both sides of the U.S.-Mexico border. The program has attracted the attention and support of the United States Agency for International Development (USAID) and has provided an opportunity for cross-border cooperation in a number of critical policy areas,” according to Rep. Oshiro.

“In addition,” Rep. Oshiro observed, “Edgar’s role as staff to the Legislative Council on River Governance that convenes legislators from the states of Washington, Oregon, Idaho and Montana as well as the Province of British Columbia give him the kind of border to border experience that on builds on CSG-WEST’s leadership role in the creation of the North American Summit.”

Ruiz is married to his wife of 12 years, Aracely Ruiz. They have a two-year old daughter, Sofia Ysabella.

CSG-WEST Staff

Edgar E. Ruiz, Executive Director
Nancy Coleman Chavez, Administrative Coordinator
  Border Legislative Conference (BLC) and Health Forum Coordinator
Mary Lou Cooper, Director, Legislative Leadership Training
Cheryl Lee Duvauchelle, Director, Finance and Development
Catherina “Trina” Isidro, Director, Administration and Meetings
Rich Lindsey, Policy Consultant
Alma Lopez, Intern, BLC
Catheryn Mercado, Database Administrator and Meeting Associate
Jennifer Schanze, Office Manager and Meeting Coordinator
Paul Somerhausen, Director, BLC
Deborah Zavala, BLC Program Coordinator and CSG-WEST Education Committee Coordinator
Summary of CSG-WEST Programs and Projects

Programs

■ The Western Legislative Conference encompasses the policy committees of CSG-WEST. The committees are comprised of Western state legislators appointed by their respective legislative leaders. The committees convene during the CSG-WEST annual meetings, bringing together lawmakers from the Western states to learn from each other and collaborate on issues of regional concern, such as energy, economic development, education, environment, fiscal affairs, public lands, trade and water.

■ The Western Legislative Academy is an intensive professional development program designed to help newer Western state legislators become more effective leaders and to strengthen legislative institutions.

■ WESTRENDS is a thirteen member board comprised of one legislator from each Western state that examines demographic, economic and cultural trends shaping the West.

■ The Legislative Service Agency and Research Directors Committee provides nonpartisan Western staff leaders management training and opportunities to share best practices.

Projects

■ The U.S.-Mexico State Alliance Partnership is a collaborative, multi-branch program aimed at strengthening cooperation among state officials and institutions of both countries. The Partnership convenes binational exchanges among border legislators, attorneys general, treasurers, lieutenant governors and other officials to enhance the role of state officials as they address shared public policy concerns that transcend international borders.

■ Pursuing cooperative solutions to issues that arise along the 2000-mile U.S.-Mexican border is the focus of the Border Legislative Conference, which is comprised of state legislators from California, Arizona, New Mexico, Texas and the six Mexican border states of Baja California, Sonora, Chihuahua, Nuevo Leon, Coahuila and Tamaulipas.

■ CSG-WEST acts as a convener for the Legislative Council on River Governance, a cooperative association of legislators from Washington, Oregon, Idaho and Montana focused on water, environment and energy issues along the Columbia River Basin.

■ The Modernization of the Western Electrical Grid is a project in cooperation with the Western Governors’ Association and the U.S. Department of Energy that supports Western legislative involvement in the policy decisions affecting transmission of electrical power in eleven Western states and two Canadian provinces.
ALASKA
Gary Stevens, President of the Senate
Charlie Huggins, Senate Minority Leader
Lesl McGuire, Senator
Mike Chenault, Speaker of the House
Beth Kerttula, House Minority Leader
Craig Johnson, Representative
Alan Austerman, Representative
Berta Gardner, Representative

ARIZONA
Russell Pearce, President of the Senate
David Schapira, Senate Minority Leader
Andy Tobin, Speaker of the House
Russell Jones, Representative
Chad Campbell, House Minority Leader
Frank Pratt, Representative
Karen Fann, Representative

CALIFORNIA
Darrell Steinberg, President Pro Tempore
Robert Dutton, Senate Minority Leader
Elaine Alquist, Senator
Curren Price, Senator
John A. Pérez, Speaker of the Assembly
Connie Conway, Assembly Minority Floor Leader
Charles Calderon, Assembly Member
Alyson Huber, Assembly Member

COLORADO
Brandon Shaffer, President of the Senate
Mike Kopp, Senate Minority Leader
John Morse, Senator
Morgan Carroll, Senator
Michael Johnston, Senator
Frank McNulty, Speaker of the House
Sal Pace, House Minority Leader
Nancy Todd, Representative
Amy Stephens, Representative
Jon Becker, Representative
Libby Szabo, Representative
Brian DelGrosso, Representative
Keith Swerdfeger, Representative

HAWAII
Shan Tsutsui, President of the Senate
Sam Slom, Senate Minority Floor Leader
Brian T. Taniuchi, Senator
Calvin K. Y. Say, Speaker of the House
Gene Ward, House Minority Leader
Marcus Oshiro, Representative
Kyle Yamashita, Representative

IDAHO
Brent Hill, President Pro Tempore
Bart M. Davis, Senate Majority Leader
Edgar Malepeai, Senate Minority Leader
Dean Mortimer, Senator
Lawrence Denney, Speaker of the House
John Rusche, House Minority Leader
Maxine Bell, Representative
Richard Wills, Representative
Thomas Loertscher, Representative
Dell Raybould, Representative

MONTANA
Jim Peterson, President of the Senate
Carol Williams, Senate Minority Leader
Kim Gillan, Senator
Bruce Tutvedt, Senator
Mike Milburn, Speaker of the House
Jon Sesso, House Minority Leader
Gary MacLaren, Representative

NEVADA
Steven A. Horsford, Majority Floor Leader
Mike McGinness, Senate Minority Leader
John Oceguera, Speaker of the Assembly
Debbie Smith, Speaker Pro Tempore
Pete Goicoechea, Assembly Minority Floor Leader
Kelvin D. Atkinson, Assembly Member
Marcus Conklin, Assembly Member
Lynn Stewart, Assembly Member

NEW MEXICO
Timothy Z. Jennings, President Pro Tempore
Stuart Ingle, Senate Minority Floor Leader
John Sapien, Senator
Michael Sanchez, Senator
Timothy Eichernberg, Senator
Gay Kernan, Senator
Ben Lujan, Speaker of the House
Thomas C. Taylor, House Minority Floor Leader
Thomas Garcia, Representative

OREGON
Peter Courtney, President of the Senate
Ted Ferrioli, Senate Republican Leader
Jackie Dingfelder, Senator
Bruce Hanna, Co-Speaker of the House
Arnie Roblan, Co-Speaker of the House
Kevin Cameron, House Republican Leader

UTAH
Michael Waddoups, President of the Senate
Ross Romero, Senate Minority Leader
Stephen Urquhart, Senator
Rebecca Lockhart, Speaker of the House
David Litvack, House Minority Leader
Melvin R. Brown, Representative
Todd Kiser, Representative
Ronda Rudd Menlove, Representative

WASHINGTON
Lisa Brown, Senate Majority Leader
Mike Hewitt, Senate Republican Leader
Karen Fraser, Senator
Linda Evans Parlett, Speaker of the Senate
Frank Chopp, Speaker of the House
Richard DeBolt, House Minority Leader
Jeff Morris, Representative
Sam Hunt, Representative
Sherry Appleton, Representative

WYOMING
Jim Anderson, President of the Senate
Phil Nicholas, Senator
Tony Ross, Senator
John Hathert, Senate Minority Floor Leader
Drew Perkins, Senator
John Schiffer, Senator
Edward Buchanan, Speaker of the House
W. Patrick Goggles, House Minority Floor Leader
Rosie Berger, Representative
Mary Throne, Representative
Tom Lubnau, House Majority Floor Leader

EX-OFFICIO MEMBER
Pamela Varni, Executive Director
Legislative Affairs Agency, Alaska
The Executive Committee serves as the board of directors of CSG-WEST reviewing the work and activities of policy committees, adopting policy positions, selecting participants for the Western Legislative Academy and approving the slate of CSG-WEST officers.

The Committee is comprised of four CSG-WEST officers, the presiding legislative officers and ranking minority leaders of both chambers of each Western state, the chair and vice chair of CSG and CSG-WEST committees and legislators appointed by the presiding legislative officers of member states.

The Executive Committee of CSG-WEST works with staff and officers of the Western Governors’ Association, Western Municipal Conference and Western Interstate Region of the National Association of Counties as an advocate for Western interests at the state and local level.

Program Presenters

Chris Whatley, Director of the CSG Washington D.C. office, provided updates on federal issues and CSG international affairs activities.

Senior Policy Analyst Robert Coombs updated members on CSG’s Justice Center Reinvestment Initiative, aimed to reducing recidivism, crime and corrections spending.

Judge Steven S. Alm of the Hawaii First Judicial Circuit in Honolulu, Hawaii, provided a presentation on the The Hope Project, a pilot program to reduce probation violations by drug offenders and others of high risk of recidivism. HOPE (Hawaii’s Opportunity Probation with Enforcement) was launched by Judge Alm in 2004.

Pam Inmann, Executive Director of the Western Governors’ Association (WGA) shared information on collaborative, region-wide energy initiatives.

Actions-at-a-Glance from the CSG-WEST 64th Annual Meeting
July 30 and August 2, 2011 in Honolulu, Hawaii

- Selected the Western Legislative Academy Class of 2011
- Reviewed Hawaii’s Opportunity Probation and Enforcement Project (HOPE) and CSG’s Justice Reinvestment Initiative to reduce recidivism, crime and corrections spending
- Updated on Western Governors’ Association (WGA) joint energy related initiatives
- Reviewed CSG-WEST committee forums, programs and projects from 2011
- Adopted CSG-WEST policy positions on secure rural schools; amendments to the federal Water Pollution Control Act; Asia Pacific Economic Community and federal support for the East-West Center
- Updated on federal issues and international affairs activities of CSG’s Washington D.C. office, which included amendments to the Federal Water Pollution Control Act, U.S. Dept. of Interior’s plan to protect sage grouse, removal of wolves from the Endangered Species list and federal transportation reauthorization
- Elected CSG-WEST slate of 2012 officers
CSG-WEST 2011 Executive Committee

Member Participation

Nevada Speaker Pro Tempore Debbie Smith

Left to right: Idaho Senator Dean Mortimer and Senate Minority Leader Edgar Malepeai

Alaska Representative Craig Johnson

Colorado Representative Nancy Todd

Hawaii Representative Marcus Oshiro

Washington Senator Republican Caucus Chair Linda Evans Parlette

Pam Varni, Alaska Legislative Affairs Agency Executive Director

Utah Speaker Rebecca Lockhart

Wyoming Representative Mary Throne

Nevada Assemblyman Kelvin Atkinson

Wyoming Senator John Schiffer

Hawaii House Minority Leader Gene Ward

Alaska Senate Minority Leader Charlie Huggins and Senator Lesil McGuire

Utah Senate President Michael Waddoups

Left to right: New Mexico House Minority Leader Tom Taylor and Colorado Speaker Frank McNulty

Idaho Representative Rich Wills

Left to right: Montana Representative Gary MacLaren and Nevada Senator Mike McGinnis

Hawaii Representative Kyle Yamashita

Wyoming Speaker Ed Buchanan

Wyoming Representative Beth Kerttula

Alaska House Minority Leader Leslie Koppa
CSG-WEST 2011 Executive Committee

Member Participation

Hawaii Senator Brian Taniguchi
New Mexico Representative Thomas Garcia
Wyoming Senator Tony Ross
Oregon Co-Speaker Arnie Roblan and Senator Jackie Dingfelder
Utah Senator Stephen Urquhart
Washington Senator Karen Fraser
Idaho Representative Maxine Bell
Wyoming Senator President Jim Anderson and Representative Rosie Berger
Washington Representative Sherry Appleton
Alaska Representative Alan Austerman
Wyoming Senate Minority Leader John Hastert
California Assembly Member Alyson Huber
Utah Representatives Ronda Rudd Menlove and Roger Barrus
Washington Senator Karen Fraser
Idaho Representative Dell Raybould
Left to right: New Mexico Senator John Sapien and California Assembly Majority Floor Leader Charles Calderon
Left to right: Arizona Representative Russ Jones and California Senator Curren Price
Halawai
Hawaiian for “where leaders gather”

Hawaii Representative Marcus R. Oshiro, Chair of CSG-WEST, presided over the 64th annual meeting.

Left to right: George Kam, ambassador of Aloha, and Brother Noland, well-known Hawaiian musician/songwriter provided attendees a sense of Hawaiian place and culture during the opening session.

The Honorable Neil Abercrombie, Governor of Hawaii, made a special appearance and welcome to the assembly of western state lawmakers and guests.

CSG-WEST Immediate Past Chair, Idaho Representative Rich Wills, introduced CNN’s award-winning chief political correspondent Candy Crowley, who provided an outlook on the current and future landscape of national politics.

Hawaii Speaker of the House Calvin Say (above) introduced lunch program speakers Joel Kotkin (left) and David Adkins, who explored the impact of population growth in the states. Adkins, CSG Executive Director/CEO, interviewed Kotkin, author of “The Next Hundred Million: America in 2050.”
64th Annual Meeting

Left to right: Hawaii Representative Henry Aquino introduced Admiral Patrick M. Walsh, Commander of the U.S. Pacific Fleet of the United States Navy based in Pearl Harbor, who discussed the security, readiness and strength of the world’s largest fleet command.

Meeting participants toured the U.S.S. Arizona Memorial, located at Pearl Harbor, which honors those who sacrificed their lives on December 7, 1941.

State capitol tour with briefing by Hawaii Speaker Calvin Say (right) and Vice Speaker Joey Manahan in the house chambers.

Left to right: Dr. Kang Wu discussed global energy, and Dr. Christopher McNalley discussed the rising frictions in U.S.-China relations.

Renowned East-West trade experts from Hawaii’s East-West Center discussed the U.S. Asia trade policy, global energy and U.S.-China economic frictions.

Left to right: Hawaii Lt. Governor Brian Schatz moderated the Asia-Pacific Economic Cooperation (APEC) session with East West Center President Dr. Charles E. Morrison.

Western Legislative Academy (WLA) class presidents were recognized and honored at the 12th WLA alumni reception. Above left to right: Nevada Assembleymember Kelvin Atkinson (2003), Alaska Senator Lesil McGuire (2001), Nevada Senator Barbara Cegavske (2000); below left to right: Idaho Representative Rich Wills (2006) and New Mexico Representative Thomas Garcia (2007).
Lawmakers from the 13 western state legislatures assembled in policy forums at the CSG-WEST annual meeting to learn from one another and share ideas about regional strategies and solutions to mutual concerns.

**Overview of 2011 Policy Committees**

**Education Committee**

The Education Committee forum focused on the critical issue of preparing students for performance in real-world jobs. In 2010, only 24 percent of the nation’s high school graduates who took a college entrance exam were deemed college-ready in English, Math, Reading and Science. Renowned experts shared best practices to increase student readiness, achieve post high school success and maximize future career opportunities.

**Energy and Public Lands Committee**

Because of its high dependence on imported oil and unique geographic isolation, few states have been more dedicated to reaching energy independence than Hawaii. Thus, the Energy and Public Lands Committee focused on what Hawaii is doing to become more energy independent and how their efforts could be used as models by mainland states.
Western Legislative Conference

Fiscal Affairs Committee
The Fiscal Affairs Committee engaged lawmakers in a discussion on the choices and consequences of budgeting in tough economic times. They received a presentation on the state of state budgets and an up-to-date report on the Congressional Super Committee as well as the Bipartisan Debt Deal. The impact of mortgage foreclosures and reports from each of the 13 Western states on 2011 budget impacts were among other issues addressed.

Future of Western Legislatures Committee
The Committee on the Future of Western Legislatures reviewed the causes and cures of incivility in the legislative arena. The latest polling data on civility in America and its impact on politics was considered. Lawmakers also shared best practices to promote civility in government and politics.

International Trade Committee
The International Trade Committee took a close look at the National Export Initiative, an ambitious effort to double U.S. exports within five years. The discussion focused on how states could participate and benefit as well as the possibilities and pitfalls states could encounter.

Western Economic Development Committee
While most economic development efforts focus on recruitment and assistance to start-up businesses, many states may overlook the fact that mature smaller businesses need help too. This forum focused on how these smaller businesses can help make state economic development more effective.

Water and Environment Committee
The Water and Environment Committee focused on invasive species management and proposed guidelines to determine which waters are within the jurisdiction of the federal Clean Water Act (CWA). Committee members recommended a resolution, which was adopted by the CSG-WEST Executive Committee, expressing concern that the draft guidelines would increase federal government jurisdiction under the CWA. Members also engaged in a discussion on the development of a Western Shared Water Vision and ongoing coordination with the Western Governors’ Association.
Policy Sessions Snapshots

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Exploring Education Career Preparation for the 21st Century Student:
Will your kindergartener be ready?

Lawmakers and educators shared best practices to increase student readiness and career achievement.

State Economic Development Effectiveness: Mature Small Businesses Need Help Too

Lawmakers and guests heard how relations with Asian countries are impacting the economies of western states, explored an innovative economic development program piloted to assist existing small businesses and discussed the impacts of advanced broadband technology on economic development.
Policy Sessions Snapshots

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Hawaii’s Lessons in Energy Independence

The Energy and Public Lands Committee forum focused on lessons learned by Hawaii in its efforts to become energy independent.

Tough Choices, Tough Consequences: Budgeting in a New Era

The Fiscal Affairs Committee forum addressed issues on state budget realities, while learning and sharing best fiscal practices among western state legislative fiscal leaders.
Choosing Civility: What Lawmakers Need to Know

The Civility and Politics forum featured expert testimony from Philadelphia’s National Constitution Center and from the prestigious polling firm of Weber Shandwick. Lawmakers reviewed a civility case study, heard from lawmakers about model civility projects and shared practical tips on promoting civility in public meetings.

Doubling U.S. Exports

In his State of the Union address on January 27, 2010, President Obama announced a “National Export Initiative” (NEI) to help businesses, particularly small businesses and farmers, increase exports. The CSG-WEST International Trade Committee took a very close look at the ambitious Initiative, which aims to double the nation’s exports within five years.
Policy Sessions Snapshots

CSG-WEST 2011 Annual Meeting • July 30 - August 2 • Honolulu, Hawaii

Water and the Environment

The Water and Environment Committee focused on the management of invasive species and proposed draft guidelines by the U.S. Environmental Protection Agency and the U.S. Army Corp of Engineers aimed at determining which waters are within the jurisdiction of the federal Clean Water Act.

Left to right: Wyoming Senator John Schiffer and Arizona Representative Russ Jones

Tony Willardson, Executive Director, Western States Water Council, Utah

Left to right: Alaska Representative Craig Johnson (committee chair), Oregon Senator Jackie Dingfelder (committee vice chair) and Hawaii Representative Clift Tsuji

Wyoming Representative Kathy Davison and Senator Larry Hicks

Health Forum Touches Upon Pandemic Influenza and Health Innovations

A health forum provided insights on how communities can better prepare and address issues related to pandemic outbreaks and intervention. Also, cutting edge innovations were shared on how to improve health outcomes in states with dwindling reimbursement rates and smaller budgets.

Left to right: Nevada Senator Barbara Cegavske

Hawaii Representative Dee Morikawa

Hawaii Representative Ryan Yamane moderated the health forum

Hawaii Representative George Fontaine

Program speakers Gary Gill of Hawaii Dept. of Health and Darlena Chadwick of Queen’s Health Systems

Program speaker Dr. Emmanuel Kintu of the Kalihi-Palama Health Center

Hawaii Representative Sarah Park from Hawaii Dept of Health

Program speaker Wesley Lo of Maui Memorial Medical Center

Program speaker Sarah Park from Hawaii Dept of Health
Full Day of Professional Development Training

CSG-WEST offered a full day of professional development training to all meeting participants known as the Annual Legislative Training Academy or ALTA. The day began with Bill Graham, master communicator and former TV executive, who delivered a morning session on Keys to Political Communication and a lunchtime talk on Secrets of Inspirational Leaders. The afternoon ALTA session reviewed the promises and pitfalls of social networking in the legislative arena.

During a lunchtime talk, Bill Graham, master communicator and TV executive, taught lessons on how to become a leader who inspires, motivates and gets results.

Left to right: Program speaker Nevada Assemblyman David P. Bobzien, gave Idaho Senate Majority Leader Bart Davis some tips on social networking.

Program speaker Mike Hoover, Washington Senate Counsel, explained the promises and pitfalls of social networking in the legislative arena.

Idaho Representative Susan Chew diligently took notes.

Utah participants gleaned some pointers. Left to right (upper photo): Senate President Michael Waddoups, Senator Peter Knudson; (bottom photo) Michael Christensen, Director of the Office of Legislative Research and General Counsel.

Bill Graham (right) led a dynamic, hands-on communication workshop. Alaska Representative Carl Gatto (left) participated as brave volunteer.
The Women in Politics session has become a regular feature at CSG-WEST annual meetings. It’s a time and place where women and men in the political arena gather to explore how women can survive and thrive as political leaders. This year’s session featured Kathryn Matayoshi, Superintendent of the Hawaii State Department of Education. Moderated by Hawaii Senator Jill Tokuda and Wyoming Representative Rosie Berger, this highly interactive session asked participants to answer the question “The World is Changing, Are you?” Using an historic timeline of world events as a catalyst, participants discussed how significant world events and events in their own lives have affected their personal political decisions.

About half of the current women members of the U.S. Congress and about half of women who ever served as governors previously served in the state legislatures.

- “Poised to Run,” Center for the American Women in Politics, Rutgers, 2009
Acknowledging Leadership

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The annual Bettye Fahrenkamp Award for Distinguished Legislative Leadership on Behalf of Western States was presented to the family, wife Ruth and son David, of the late Hawaii Senator Richard M. Matsura. The prestigious Fahrenkamp Award recognizes leaders whose legislative careers demonstrate the ability to see and work beyond the border of their own states in the interest of the West. CSG-WEST Chair Oshiro presented the award in recognition of Matsura’s leadership in establishing in 1985 the Ocean Resources Committee of the Western Legislative Conference and serving as the original co-chair of the committee with former California Assemblyman Sam Farr, now a member of Congress.

Left to right: Marcus Oshiro, Ruth Matsura, David Matsura

As hosts of the 64th annual meeting of CSG-WEST in Honolulu, Hawaii, Representative Marcus Oshiro received, on behalf of the Hawaii legislature, a crystal commemorative wedge engraved with the Hawaii meeting logo. Pictured: Representative Marcus Oshiro, CSG-WEST Chair and Wyoming Representative Rosie Berger, CSG-WEST Chair-Elect.

Elisabeth Loudy, State Government Affairs Council (SGAC) Executive Director, presents the SGAC Shooting Star award to Hawaii Representative Marcus Oshiro in recognition of his leadership as Chair of CSG-WEST.

Kent Briggs (center) recognized and applauded for his distinguished service as the Executive Director of CSG-WEST from April 1996 through November 1, 2011. Kent is pictured with the 2011 CSG-WEST officers, left to right: Nevada Assemblyman Kelvin Atkinson (CSG-WEST Vice Chair), Hawaii Representative Marcus Oshiro (CSG-WEST Chair), Kent Briggs, Wyoming Representative Rosie Berger (CSG-WEST Chair-Elect) and Idaho Representative Rich Wills (CSG-WEST Immediate Past Chair).
The CSG Innovations Awards provide an opportunity to shine a national spotlight on state agency successes. State employees work hard to provide outstanding services to citizens. They develop and adapt new and better ways to provide services. Under the leadership of Alaska Senator Lesil McGuire, a panel of CSG Western Toll Fellows met during the CSG-WEST 2011 annual meeting to select two regional winners from six outstanding innovation program finalists in the Western region. The two winning CSG Western Innovations Awards (recipients identified below) were presented at the fall CSG national conference in Bellevue, Washington (see photos on page 32).

Colorado “eForm” - The Colorado Oil and Gas Commission implemented this Web-based software to automate the processes to apply for, review, and approve permits to site oil and gas wells in the state. The system has enabled commission staff to reduce the average time they take to process permit applications from 45 days to 30 days. Colorado eForm efficiently and effectively coordinates the flow of information between the oil and gas commission and more than 600 well operators in the state, and between the commission and other state regulatory agencies.

Washington SECTOR (Statewide Electronic Collision and Ticket Online Records) System - Each year, the state of Washington processes between 130,000 and 150,000 collision reports and more than one million traffic citations. Numerous state and local agencies share the responsibility to create, collect, and store collision and citation information. The Washington State Patrol developed SECTOR to automate this traditionally paper-based process. More than 2,000 officers representing 168 law enforcement agencies use it, as do 133 of 169 district and municipal courts.

More information on these programs can be found under “Innovations” at www.csg.org.
WESTRENDS provides a forum for legislators to examine the consequences of demographic, economic and cultural trends shaping the West. Each Western state is represented on the WESTRENDS Board by a legislator with an interest in issues and forces changing the region. With this purpose in mind, the WESTRENDS Board engaged in lively conversations with three experts at its meeting convened at the East-West Center in Honolulu.

Dr. Charles E. Morrison, President of the East-West Center, provided an overview of changes occurring in the Asia-Pacific region. Morrison explained what the changes meant for America - specifically the American West - and the importance of the Asia-Pacific Economic Cooperation (APEC) forum held in Honolulu by invitation of President Obama.

With a focus on the economic and demographic uniqueness of the West, Dante Chinni, author of Our Patchwork Nation, presented an image of the West using data that identifies twelve community types. To complement this image of a different way to look at the Western region, Jerry Wong, an Information Services Specialist with the U.S. Census Bureau, provided insights into some counter-intuitive results from the 2010 census.
Left to right: Montana Representative Gary MacLaren and Wyoming Representative Thomas Lockhart

Colorado Representative Nancy Todd

Nevada Speaker Pro Tempore Debbie Smith

Idaho Representative Maxine Bell and California Assembly Majority Floor Leader Charles Calderon

Arizona Representative Russ Jones

Hawaii Senator Brian Taniguchi

Our Patchwork Nation written by program speaker Dante Chinni

New Mexico Representative Thomas Garcia

Washington Senate Republican Caucus Chair Linda Evans Parlette

Left to right: Oregon Senate President Pro Tempore Ginny Burdick, Alaska House Minority Leader Beth Kerttula and Utah Representative Ronda Rudd Menlove
Class of 2011 Most Competitive in the History of the WLA

Since its inception in 2000, the CSG-WEST Western Legislative Academy has been a much sought-after training experience for newer lawmakers in the 13 Western states. In 2011, the competition was the toughest in the history of WLA with 126 applications for 39 slots.

As expected, the Class of 2011 arrived in Colorado Springs ready to roll their sleeves up and learn as much as possible during three-days of intensive legislative effectiveness training. Class members spent long hours in classes on the history of legislative institutions, time management, legislative governance, civility, ethics, communications, negotiations and leadership. One highlight was an afternoon spent at the U.S. Air Force Academy working on team building. Abraham Lincoln—as portrayed by Dr. Gene Griessman—joined the class for its closing session.

WLA now boasts 451 graduates, many of whom have gone on to serve in leadership positions in chambers and caucuses. Several alumni now serve in the U.S. Congress. The WLA is funded by CSG-WEST state dues, the El Pomar Foundation and private sector contributions.

CSG-WEST encourages those lawmakers still in their first four years of total legislative service to apply or renew their applications in 2012. WLA 2012 will be held after elections—November 13-16—in Colorado Springs, Colorado. For more information visit www.csgwest.org or call 916-553-4423. The 2012 application deadline is April 30.
Western Legislative Academy

Class of 2011

Front row (left to right): Kathleen Williams (MT Rep), Liz Bangerter, (MT Rep), Jeanne Nicholson (CO Sen), Laurie Jinkins (WA Rep), Henry Perea (CA Asmbr)

Second row: Alan Olsen (OR Sen), Rudy Martinez (NM Rep), Pete Lee (CO Rep), Nick Harper (WA Sen) - seated, Teresa Benitez-Thompson (NV Asmbr), J.T. Wilcox (WA Rep), Jason Frierson (NV Asmbr), Melinda Smyser (ID Sen) - seated, Jeff Thompson (ID Rep), Tim Eichenberg (NM Sen), Brian Cronin (ID Rep)

Center second row: Alyson Huber (CA Asmbr), Henry Aquino (HI Rep), Isaac Choy (HI Rep), Irene Bustamante Adams (NV Asmbr), Mia Costello (AK Rep)

Center third row: Kevin Grantham (CO Sen), Leland Christensen (WY Sen), David Smith (AZ Rep)

Center last row: Brenda Barton (AZ Rep), Janak Joshi (CO Rep), Linda Menard (AK Sen), Leslie Nutting (WY Sen)

Top Left - in front: Randy Brodehl (MT Rep), Michael Dembrow (OR Rep), - in back: Bobby Wooley (NM Rep), Chuck Thomsen (OR Sen), Mark Nakashima, (HI Rep)

Top Right on stairs: - in front: Gregg Bilkre (WY Rep), Pat Hickey (NV Asmbr), Neal Foster (AK Rep) - in back: Lee Heider (ID Sen), Mike Greear (WY Rep), Ted Vogt (AZ Rep)

WLA 2011 Class President
Assemblywoman
Teresa Benetiz-Thompson, Nevada
Listen if you want to be heard.

~ John Wooden, The late and legendary UCLA basketball coach

Non-partisan Western legislative service agency staff leaders gathered in Las Vegas on November 14 and 15 for CSG-WEST’s annual Fall Training Seminar. Alaska Legislative Affairs executive director Pam Varni chaired the event. Key staff from Alaska, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Utah and Wyoming participated.

The event featured “outside” management training and “inside” sharing of best practices. Topics included organizational culture, new technology in Western legislatures and techniques for motivating legislative staff in tough economic times. A new training academy for emerging staff leaders was among the innovative ideas shared by the Nevada Legislative Counsel Bureau.

University of Nevada Reno’s Political Science Department chair Eric Herzik painted a colorful portrait of “The Politics of the West.” Dr. Clark Kincaid from the William F. Harrah College of Hotel Administration, University of Nevada Las Vegas, offered lessons in the gold standard of customer service.
The U.S.-Mexico State Alliance Partnership is a dynamic, collaborative and multi-branch program administered by CSG aimed at strengthening binational cooperation among state and local officials of both countries. Funded through a grant from the U.S. Agency for International Development (USAID), as well as direct and indirect financial support from program partners and private sector sponsors, the Alliance Partnership enhances the role of state officials to address shared public policy concerns that transcend international borders.

Program partners include CSG’s Western and Southern regional offices and Washington, D.C. office, the Conference of Western Attorneys General (CWAG), National Association of State Treasurers (NAST), National Lieutenant Governors Association (NLGA), the Woodrow Wilson International Center for Scholars, Arizona State University’s (ASU) North America Center for Transborder Studies and the Paso del Norte Group.

In 2011, the partners of the Alliance Partnership convened numerous binational forums, capacity training exchanges and seminars along the U.S.-Mexico border and interior states of both countries. These exchanges assisted in the achievement of substantive policy research and adoption of legislation in the areas of human trafficking, renewable energy, management of waste tires and economic development. Moreover, these efforts were integrated with other binational mechanisms of cooperation such as the Border Governors Conference, Mexico’s National Conference of Attorneys General and others so that concrete policy objectives and reforms could be achieved through a strategic, multi-branch and multi-jurisdictional approach.

For more information about the Alliance Partnership, please contact Edgar Ruiz, CSG-WEST Executive Director, at (916) 553-4423 or email at eruiz@csg.org.

Prosecutors from Mexico City, Hidalgo, Puebla, Tlaxcala and Baja California in Mexico January 31 - February 4
U.S.-Mexico State Alliance Partnership

Mexico’s Ambassador to the U.S. Arturo Sarukhan and BLC Members in Washington, D.C.

Prosecutors from Campeche, Chiapas, Oaxaca and Tabasco in Mexico City March 14-18

Forensic Scientists in Nuevo Vallarta, Nayarit– March 27-April 1

Mexico’s Ambassador to the U.S. Arturo Sarukhan and BLC Chair Ramiro Flores Morales

Stretching nearly 2,000-miles, the U.S.–Mexico border region is a major economic engine for both countries. The two countries share not only a common border, but also commercial, historic and cultural ties.

CBP Commissioner Alan Bersin addressing BLC Members at the Woodrow Wilson International Center for Scholars

Mexico’s Ambassador to the U.S. Arturo Sarukhan and BLC Chair Ramiro Flores Morales
Border Legislative Conference (BLC) is a program administered by the Council of State Governments (CSG)-WEST and its regional partner in the South, the Southern Legislative Conference (SLC), that serves as a mechanism for on-going dialogue and collaboration among state legislators of the United States and Mexico. The goal of the project is to empower border state legislators to engage in the binational agenda and provide input and direction in the development of policy between both countries.

Membership in the BLC is comprised of legislators from the ten states along the U.S.-Mexico border. These states include California, Arizona, New Mexico, and Texas in the U.S., and Baja California, Sonora, Chihuahua, Coahuila, Nuevo Leon, and Tamaulipas in Mexico.

The BLC started the year conducting a visit to Washington, D.C. for substantive meetings on the Merida Initiative effort that included, among others, Congress Members Henry Cuellar, Jane Harman, Silvestre Reyes, Francisco Canseco and Susan Davis. BLC Members also met with Mexican Ambassador to the U.S., Arturo Sarukhan, CBP Commissioner Alan Bersin, and representatives from the North American Development Bank, the U.S.-Mexico Chamber of Commerce, White House Intergovernmental Affairs, and the Woodrow Wilson Center for International Scholars.

This year’s BLC forums were convened in Las Cruces, New Mexico and Saltillo, Coahuila, Mexico. In Las Cruces, legislators had the opportunity to discuss issues such as human trafficking, scrap tires and renewable energy. During the meeting in Saltillo, repatriation procedures, economic development, immigration and cross border emergency management were discussed.

BLC staff assisted California Assembly Speaker John A. Pérez lead a bipartisan Assembly delegation to Mexico City. The trip focused on strengthening the economic ties between California and Mexico. The delegation met with numerous key executive and legislative branch government officials of Mexico, including President Felipe Calderon, newly appointed U.S. Ambassador Anthony Wayne, and members of the Mexican Senate and Chamber of Deputies.

Finally, BLC members participated in the CSG National Conference and North American Summit held October 19-23 in Bellevue, Washington. The Summit was an effort led by CSG to provide a substantive and comprehensive program on issues affecting the North American continent. The Summit was modeled after North America Summits convened during three recent CSG-WEST annual meetings. See page 34 for more information.

Information, declarations and recommendations from these events can be found at www.borderlegislators.org.
Border Legislative Conference

2011 Border Legislative Conference Meetings

XXIII BLC Forum: April 14-16
Las Cruces, New Mexico

XXIV BLC Forum: November 17-19
Saltillo, Coahuila

BLC Sponsors and Partners
Arizona State University, North American Center for Transborder Studies • Border Governors Conference
North American Development Bank • Coahuila State Legislature • Southern Legislative Conference
Woodrow Wilson International Center for Scholars, Mexico Institute
The Legislative Council on River Governance (LCRG) is a cooperative association comprised of legislators from Idaho, Montana, Oregon and Washington that promotes the exchange of information regarding issues of mutual interest along the Columbia River Basin.
Regional by design, The Council of State Governments (CSG) is a national organization with six offices across the United States. The national office is in Lexington, Kentucky, and the federal affairs office is located in Washington, D.C. Regional offices are located in Atlanta, Chicago, New York City and Sacramento. 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 has four very diverse regions with distinct geographical, demographic and cultural characteristics. Each region elects its own officers who, in turn, serve on the CSG national Executive Committee and Governing Board. In this way, and through many other areas of collaboration, regional perspectives are brought to the forefront of national debates and program initiatives. Each region has its own staff who work with a variety of regional policy committees, research projects, initiatives and meetings. In the West, CSG-WEST serves western state legislatures exclusively.

CSG’s Washington, D.C. office, supports programming and partnerships between the states and the federal government and serves as a state voice in Congress. The Washington office monitors federal developments and trends and evaluates the impact of federal activities on states, including U.S. Supreme Court decisions.
Western Participation in CSG National

2011 Western Toll Fellows

CSG’s national Toll Fellowship program offers leadership and policy training sessions to emerging state leaders from the West and throughout the nation.

Front row (left to right): Rep. Sue Malek (MT), Treasurer Doug Ducey (AZ), Rep. Cindy Evans (HI), Asmbr. Marilyn Dondero Loop (NV)

Middle: Catherine Holland-Smith (ID), Sen. Richard Devlin (OR), Rep. Beth McCann (CO)


CSG Vice Chair: Alaska Senate President Gary Stevens

CSG Energy Co-Chair: Wyoming Representative Tom Lubnau

CSG Health Co-Chair: Montana Senator Kim Gillan

CSG Finance Co-Chair: Idaho Representative Maxine Bell

CSG International Co-Chair: Nevada Assemblyman Marcus Conklin

CSG Intergovernmental Co-Chair: Utah Senator Stephen Urquhart

Presentation of CSG Western Innovations Awards at CSG National Conference

Information on these innovation program winners found on page 19. Left to right in photos below: CSG-WEST Chair Hawaii Representative Marcus Oshiro, CSG-WEST Chair-Elect Wyoming Representative Rosie Berger and CSG Chair Connecticut Deputy Speaker Bob Godfrey

Far right: Marc Fine, IT Manager for Colorado Oil and Gas Conservation Commission, received Innovations Award on behalf of the Colorado “eForm”

Far right: State Patrol Deputy Chief Dave Karnitz received Innovations Award on behalf of the Washington SECTOR (Statewide Electronic Collision and Ticket Online Records) System
Western Participation

CSG Convenes Western Fly-In on Common Core State Standards
September 27-28, 2011 - Twenty-nine newly elected Western state legislators met in San Diego, California, and were briefed on common core state standards that have been adopted by 44 states and the District of Columbia. They learned about new assessments being designed that will align with Common Core academic standards and educational accountability measures. Participants also heard from representatives of the business community and teacher and parent organizations.

Western Legislative Participation at Parliamentary Preparatory Meeting of the 6th World Water Forum
June 10, 2011 - Alaska State Representative and Chair of the CSG-WEST Western Water & Environment Committee, Craig Johnson, along with Washington State Senator Karen Fraser, participated in the preparatory meeting on the political parliamentary process of the 6th World Water Forum that convened at the Council of Europe in Strasbourg, France. More than 150 parliamentarians representing 35 countries gathered at this important meeting established to give a voice to parliamentarians in the global debate on water at the 6th World Water Forum to be held in Marseille, France in March 2012. The World Water Forum is the largest global gathering focused on water. For more information about the World Water Forum, go to www.worldwaterforum6.org or contact Edgar Ruiz at CSG-WEST.
Western lawmakers, including CSG-WEST Officers, Executive Committee members, Border Legislative Conference members and representatives from the Canadian Province of Alberta participated in the CSG Annual Conference and North American Summit that convened in Bellevue, Washington, October 20-23, 2011. The Summit provided a unique opportunity for policy-makers from Canada, Mexico and the U.S. to discuss opportunities and challenges for greater North American collaboration.

Attendees discussed and heard from expert speakers on a variety of critical issues facing North America, including global energy and the economy, maximizing oil partnerships, managing western water in evolving climate conditions, jobs and commerce, security and law enforcement cooperation and the North American Free Trade Agreement.

Among the highlights of the conference was the Ambassadors’ panel with the participation of Ambassador Gary Doer, Ambassador of Canada to the United States; Ambassador Arturo Sarukhan, Ambassador of Mexico to the United States and Ambassador David Jacobson, United States Ambassador to Canada. In an insightful and provocative session moderated by CSG President and Governor of Montana, Brian Schweitzer, the Ambassadors openly elaborated on current events and how state legislators can have a greater role and voice in the trilateral agenda through their own mechanisms and advocacy efforts.

This was the first-of-its kind CSG National Conference that integrated a trilateral agenda that convened state, provincial and federal officials from all three North American countries. CSG-WEST staff was intimately involved in the planning of this Conference based on the West’s successful planning and execution of North America Summit over the last three years. For more information about the CSG National Conference and North American Summit, please visit http://www.csg.org/2011nationalconference/NC_slideshow.aspx.
Your support enhanced our capabilities to provide substantive forums, training sessions and networking opportunities for western state legislators at the CSG-WEST 64th annual meeting.

Thank you for your participation and investment in helping us strengthen state legislatures in the West!

A Special Thanks to the 2011 CSG-WEST Sponsors

- 1-800 CONTACTS, Inc.
- AFLAC
- Allergan, Inc.
- American Coalition for Clean Coal Electricity
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- Hawaii Association of REALTORS
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- The Gas Co. LLC
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- Zephyr Insurance Co. Inc.
Experience authentic western Canadian hospitality as the Alberta government hosts the 65th CSG-WEST Annual Meeting July 20 to 23, 2012 in Edmonton, Alberta. As a committed associate member, Alberta looks forward to showing legislators how much the province has in common with Western states. Delegates will meet with legislators from across the West, attend policy and professional development sessions, and see firsthand Alberta’s innovative approaches to industry, education, transportation and research.

**2012 Preliminary Schedule**

**Thursday, July 19**
- Meeting Registration Opens

**Friday, July 20**
- Opening Plenary Session
- ALTA: Annual Legislative Training Assembly
- North America Summit
- Welcoming Reception at the Art Gallery of Alberta

**Saturday, July 21**
- Western Legislative Conference Policy Forums
- Lunch Plenary
- Afternoon Policy Site Tours
- Women in Politics Session
- Free Evening

**Sunday, July 22**
- Western Legislative Conference Policy Forums
- Lunch Plenary
- Evening at Fort Edmonton Park, Canada’s largest living history museum

**Monday, July 23**
- Western Legislative Conference Policy Forums
- Lunch Plenary
- Executive Committee Meeting
- Evening “Taste of Alberta” at the historic Fairmont Hotel Macdonald

**Accommodations**

The conference will be held at The Westin Edmonton in the heart of downtown. Delegates can enjoy special negotiated guest room rates of $149* for government and $189* for non-government at the Westin. Or stay at the historic Fairmont Hotel Macdonald, a short block from the Westin, which offers a special rate of $209*. Both hotels are just steps away from shopping, dining, and arts and entertainment.

*Single/double occupancy, quoted in Canadian dollars.

Program, registration and accommodation information available soon at [www.csgwest.org](http://www.csgwest.org)
Work across borders to enhance your knowledge and exchange ideas through policy forums focused on current concerns including economic development, education, energy, international trade and the environment. Explore the evolving role of legislators in a changing world and consider more innovative approaches to developing critical policies.

Join other leading edge thinkers and legislators as they come together to learn from each other and discuss issues that cross state and provincial borders. Canada is critical to U.S. energy security and trade relations, and this is an excellent opportunity to obtain first-hand knowledge.

Experience Alberta innovation during a unique afternoon of policy tours on Saturday, July 21. Choose from sites showcasing best practices and environmental responsibility in the areas of energy production, waste management, transportation, health care technology and more.

Discover the real story about Alberta's oil sands during a full day trip to the Fort McMurray region. This tour is scheduled for July 24th, the day after the conference. Legislators will find it worth staying the extra day to see Alberta's oil sands, the world's third largest oil reserves.

Alberta will offer policy tours showcasing best practices and environmental responsibilities in a number of areas. Choose from policy tours including:

**Food Processing Development Centre**
Participants will tour and see a presentation on this pilot plant and product development laboratory facility in the nearby city of Leduc. This fully equipped centre provides a research development facility for agri-food companies or those interested in non-food uses of agricultural products.

**Edmonton Waste Management Centre (EWMC)**
Delegates will tour North America's largest collection of modern, sustainable waste processing and research facilities. The 575-acre EWMC site has four areas of focus: technology development, research, education and training, and advisory services.

**EPCOR Genesee 3 Supercritical Power Facility**
Participants will tour this 450 MW supercritical power plant—the first of its kind in Canada. Supercritical technology is considered more reliable, efficient and environmentally friendly than conventional coal firing.

**Alberta Industrial Heartland Association**
At 225 square miles, Alberta's Industrial Heartland region is Canada's largest hydrocarbon processing region. This facility is home to more than 40 companies with over $25 billion in investments. Delegates will visit the Industrial Heartland facility and see a presentation on the region.
2012 Preliminary Schedule of Events

- **January – June**
  CSG-WEST staff makes visits to Western Legislatures and hosts WLA alumni events

- **February**
  15-17  Border Legislative Conference (BLC), Americas 2020, San Antonio, Texas

- **March**
  28-30  XXV Border Legislative Conference (BLC), Sacramento, California

- **May**
  18-19  CSG National Spring Leadership Conference, La Quinta, California

- **July**
  20-23  CSG-WEST 65th Annual Meeting, Edmonton, Alberta, Canada

- **September**
  7-12  CSG National Henry Toll Fellows Leadership Conference, Lexington, Kentucky

- **Late September/Early October**
  Western Legislative Service Agency/Research Directors Fall Training Seminar

- **November**
  13-16  13th Western Legislative Academy, Colorado Springs, Colorado

- **November – December**
  30-2  CSG National Conference, Austin, Texas