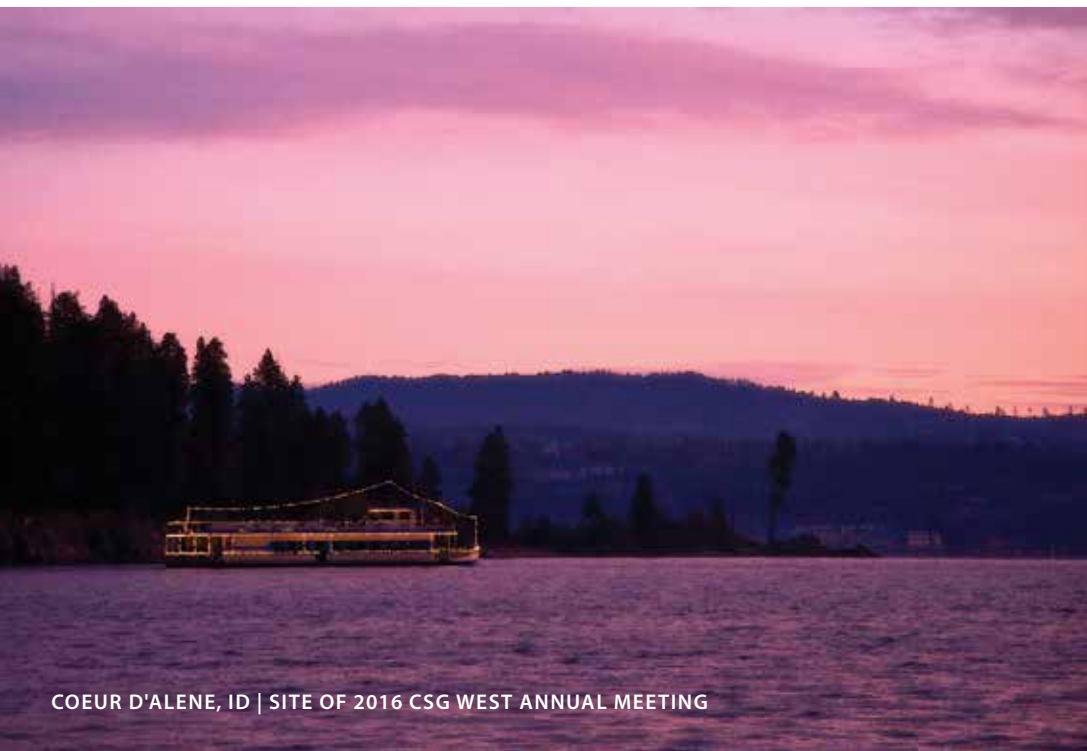




VAIL, CO | SITE OF 2015 CSG WEST ANNUAL MEETING

THE COUNCIL OF STATE GOVERNMENTS WEST

2015–2016 BIENNIUM REPORT



COEUR D'ALENE, ID | SITE OF 2016 CSG WEST ANNUAL MEETING



*Serving Western
Legislatures*

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LETTER FROM THE EXECUTIVE DIRECTOR

The Council of State Governments (CSG), founded in 1933 by a visionary westerner, Colorado Senator Henry W. Toll, was created to bring together state leaders from across the country to share ideas, learn from one another, and to serve as resource for the advancement of state governments. Fourteen years later, in 1947, CSG West was established to build a more strategic connection among western legislative institutions and to advocate for the unique interests of the region. For 70 years CSG West has served as an important convener and resource for policy-makers in the region. We look forward to continued service for our legislative members in honor of the vibrant spirit of individualism, innovation, opportunity, and connection with the land and resources that define the West.

As western states are presented with ever evolving challenges, it is vital that legislators and legislative staff have access to the resources and skills training they need to be successful. In today's climate, where immediate results to complex issues are demanded but long-term solutions are essential, we strive to provide consequential training and substantive forums that provide a diversity of perspectives and foster collaboration on issues of common concern.

We invite lawmakers and staff to take advantage of the resources that CSG West and CSG National offer; from policy reports, to professional development training, to the expertise of our policy staff. As a member-driven organization, we continuously strive to meet the needs and priorities of our members and region. The 2017–2018 Biennium will include new programs like the Border Legislative Academy; a refocusing of the policy committees; and forums that engage legislators, industry experts, academics, and government officials across state and international borders.

As we reflect on and celebrate 70 years of CSG West's tenure, we are grateful for the exceptional support of our member states, western lawmakers, our international partners, sponsors, and the overall community of states that we serve. We remain steadfastly committed to our mission and inspired to support public servants dedicated to the advancement of their communities, states, and the nation.



Edgar E. Ruiz
Executive Director, CSG West



2015–2016 EXECUTIVE COMMITTEE

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John Coghill, Senator
Berta Gardner, Senator
Craig Johnson, Representative
Lesil McGuire, Senator
Kevin Meyer, Senate President
Lance Pruitt, Representative
Gary Stevens, Senator
Geran Tarr, Representative
Chris Tuck, Representative

ALBERTA, CANADA

Honourable Robert Wanner

AMERICAN SAMOA

Savali Ale, Speaker
Gaoteote Tofau, Senate President

ARIZONA

Andy Biggs, Senate President
David Gowan, Speaker
Katie Hobbs, Senator
David Livingston, Representative
Eric Meyer, Representative
Darin Mitchell, Representative
Kelli Ward, Senator

BRITISH COLUMBIA, CANADA

Linda Reid,
Member Legislative Assembly

CALIFORNIA

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Cheryl Brown, Assemblymember
Nora Campos, Assemblymember
Ken Cooley, Assemblymember
Kevin De Leon,
Senate President Pro Tem
Jean Fuller, Senator
Chris Holden, Assemblymember
Robert Huff, Senator
Ricardo Lara, Senator
Brian Maienschein, Assemblymember
Chad Mayes, Assemblymember
William Monning, Senator
Kristin Olsen, Assemblymember
Anthony Rendon, Speaker

COLORADO

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Brian DelGrosso, Representative
Crisanta Duran, Representative
Joann Ginal, Representative
Lucia Guzman, Senator
Mary Hodge, Senator
Dickey Hullinghorst, Speaker
Polly Lawrence, Representative
Dominick Moreno, Representative
Linda Newell, Senator
Dan Pabon, Speaker Pro Tem
Su Ryden, Representative
Mark Scheffel, Senator
Nancy Todd, Senator

GUAM

Judith Won Pat, Senator

HAWAII

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Charlotte Carter-Yamauchi,
LRB Director
J. Kalani English, Senator
Cindy Evans, Representative
Beth Fukumoto Chang,
Representative
Ronald Kouchi, Senate President
Mark Nakashima, Representative
Marcus Oshiro, Representative
Scott Saiki, Representative
Sam Slom, Senator
Joseph Souki, Speaker
Brian Taniguchi, Senator

IDAHO

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Maxine Bell, Representative
Bart Davis, Senator
Lee Heider, Senator
Brent Hill, Senate President Pro Tem
Wendy Horman, Representative
Kelley Packer, Representative
John Rusche, Representative
Michelle Stennett, Senator
Jeff Thompson, Representative
Richard Wills, Representative

NORTHERN MARIANA ISLANDS

Francisco Borja, Senate President
Joseph Deleon Guerrero, Speaker
The Honorable Victor Hocog
Steven King Mesngon, Senator

MONTANA

Debby Barrett, Senate President
Kimberly Dudik, Representative
Chuck Hunter, Representative
Jim Keane, Senator
Austin Knudsen, Speaker
Jon Sesso, Senator
Roger Webb, Senator

NEVADA

Paul Anderson, Assemblyman
Kelvin Atkinson, Senator
Teresa Benitez-Thompson,
Assemblywoman
Mo Denis, Senator
John Ellison, Speaker Pro Tem
Aaron Ford, Senator
John Hambrick, Speaker
Scott Hammond, Senator
Joseph Hardy,
Senate President Pro Tem
Ben Kieckhefer, Senator
Marilyn Kirkpatrick, Assemblywoman
Randy Kirner, Assemblyman
Michael Roberson, Senator
Debbie Smith, Senator

NEW MEXICO

Alonzo Baldonado, Representative
Brian Egolf, Representative
Stuart Ingle, Senator
Gay Kernan, Senator
Mary Kay Papen,
Senate President Pro Tem
Michael Sanchez, Senator
John Sapien, Senator
Bill Soules, Senator
Don Tripp, Speaker

OREGON

Ginny Burdick, Senator
Peter Courtney, Senate President
Ted Ferrioli, Senator
Tina Koteck, Speaker
Michael McLane, Representative
Elizabeth Steiner Hayward, Senator
Brad Witt, Representative

UTAH

Stuart Adams, Senator
Curtis Bramble, Senator
Melvin Brown, Representative
Gene Davis, Senator
Brad Dee, Representative
Gregory Hughes, Speaker
Brian King, Representative
Peter Knudson, Senator
Wayne Niederhauser,
Senate President
Ralph Okerlund, Senator

WASHINGTON

Jan Angel, Senator
Sherry Appleton, Representative
Randi Becker, Senator
Bruce Chandler, Representative
Frank Chopp, Speaker
Judy Clibborn, Representative
Karen Fraser, Senator
Bob Hasegawa, Senator
Jim Honeyford, Senator
Sam Hunt, Representative
Dan Kristiansen, Representative
Jeff Morris, Representative
Sharon Nelson, Senator
Mark Schoesler, Senator

WYOMING

Rosie Berger, Representative
Kermit Brown, Speaker
Phil Nicholas, Senate President
Chris Rothfuss, Senator
Mary Throne, Representative
Michael Von Flatern, Senator

ABOUT CSG WEST

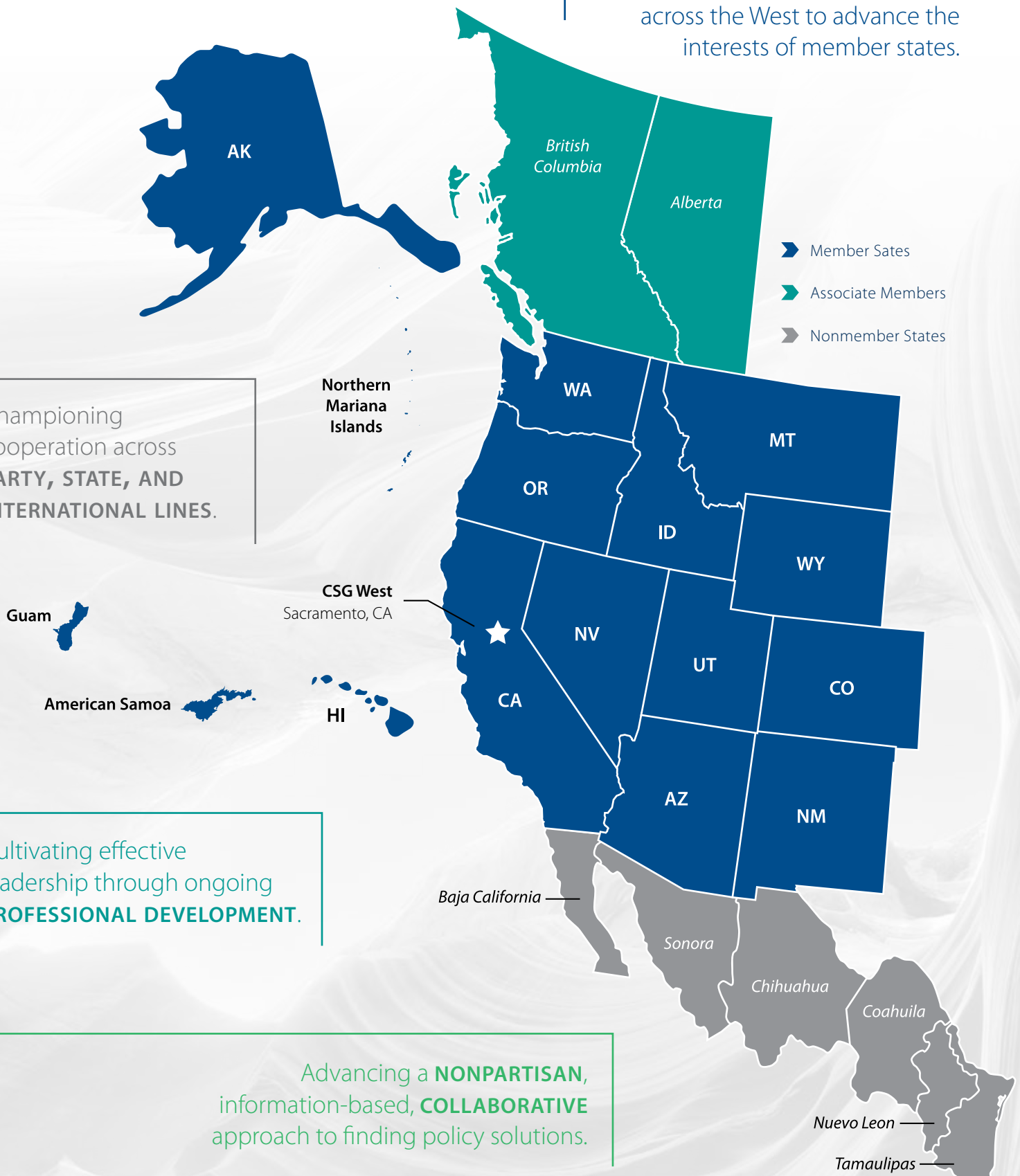
Fostering **RELATIONSHIP BUILDING** across the West to advance the interests of member states.

- Member States
- Associate Members
- Nonmember States

Championing cooperation across **PARTY, STATE, AND INTERNATIONAL LINES.**

Cultivating effective leadership through ongoing **PROFESSIONAL DEVELOPMENT.**

Advancing a **NONPARTISAN**, information-based, **COLLABORATIVE** approach to finding policy solutions.



THE COUNCIL OF STATE GOVERNMENTS

SERVING ALL THREE BRANCHES OF STATE GOVERNMENT



JUDICIAL

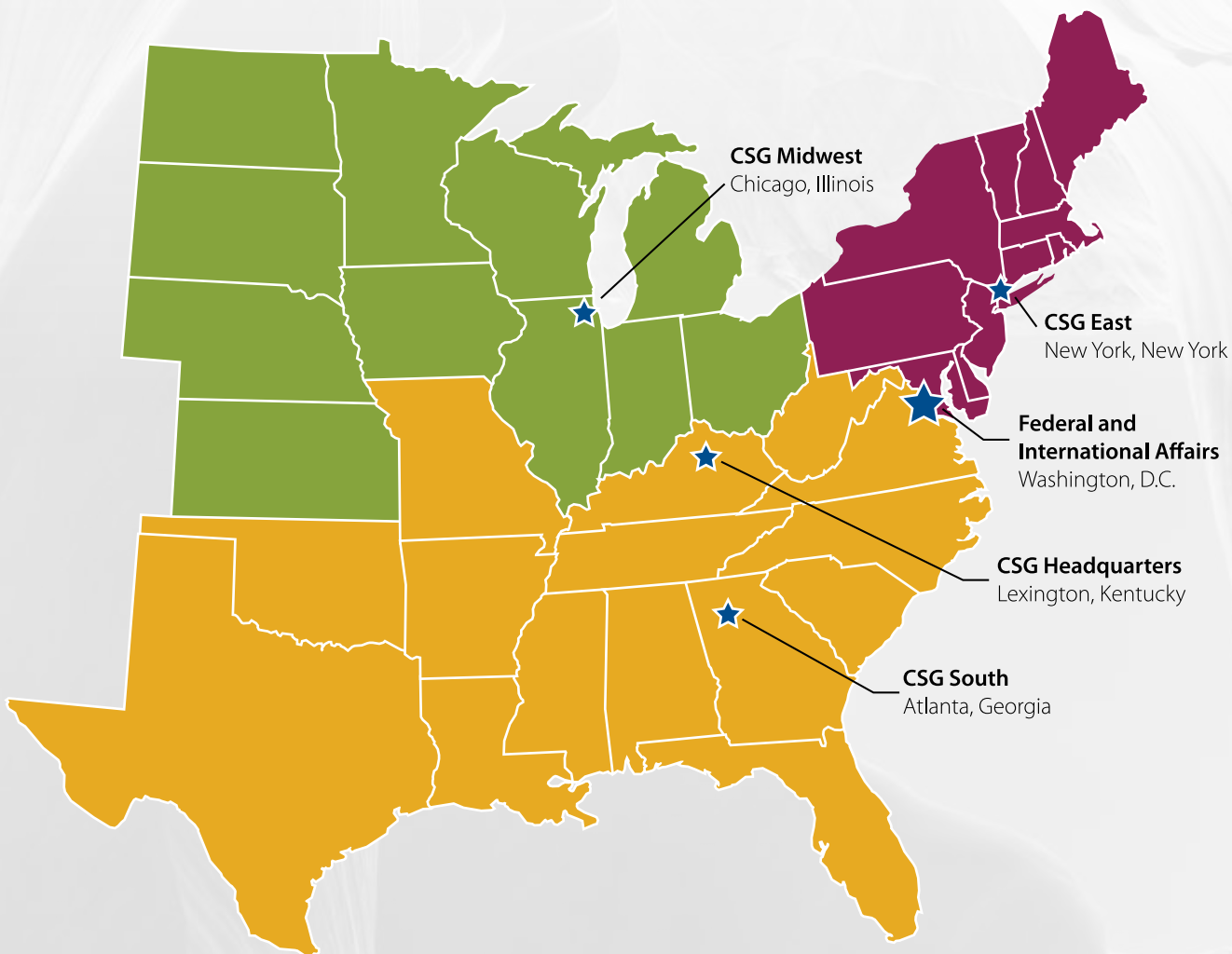


LEGISLATIVE



EXECUTIVE

Founded in 1933, The Council of State Governments is a regionally focused, national organization that fosters the exchange of insights and ideas to help state officials shape public policy. This offers unparalleled regional, national, and international opportunities to network, develop leaders, collaborate, and create problem-solving partnerships.



To learn more about The Council of State Governments, visit www.csg.org.

AGRICULTURE & WATER

PRESERVING WESTERN WATER, PROTECTING NATIVE SPECIES,
PROMOTING INTERNATIONAL TRADE



CHAIR 2016
VICE CHAIR 2015
SEN. JIM HONEYFORD
Washington



CHAIR 2015
SEN. MARY HODGE
Colorado



VICE CHAIR 2016
REP. JOANN GINAL
Colorado

Planning for an Uncertain Future

During the 2015–16 biennium, with many Western states experiencing an historic drought, the availability of water was top of mind for members of CSG West's Agriculture and Water Committee. Other Western organizations were focused on the drought too, and in 2015 the committee was invited to work with the Western Governors' Association to share best practices in planning, conservation, development, management, and protection of water resources. Members responded with a resolution directing CSG West to collaborate with the WGA on water issues.

Tony Willardson of the Western States Water Council addressed the committee at both Annual Meetings about his organization's efforts to facilitate cooperation among Western states and to persuade federal regulatory agencies, such as the Environmental Protection Agency, to do a better job of consulting with Western state leaders regarding management of water within their borders. John Stulp, Water Policy Advisor for Colorado Governor John Hickenlooper, explored the challenges of inter-basin cooperation in developing Colorado's first statewide water plan, while Tom Loranger of the Washington Department of Ecology described his state's more decentralized approach to planning.



Invasive Species Prevention

Western legislators have become increasingly concerned about the threat of aquatic invasive



species, and in 2016 they learned about Idaho's efforts to prevent the spread of quagga and zebra mussels from Lloyd Knight, Administrator of the Division of Plant Industries in the Idaho Department of Agriculture. Idaho is the Western leader in this area and has developed a robust watercraft inspection system that includes partnerships with other states in the region and across the country.

Helping Agricultural Producers Access International Markets

Agriculture is a key industry in most Western states, and lawmakers naturally wish to support their agricultural producers. In 2016 committee members learned about the role of state international trade agencies and the availability of federal programs designed to help agricultural producers access foreign markets. Members also learned about CSG's Washington, D.C. staff lead the State International Development Organizations (SIDO), which facilitates collaboration among state international trade agencies and the sharing of best practices.

Resolutions

15-01: Resolution in Support of a Partnership with the Western Governors' Association and the Western States Water Council to Collaborate on Western Water Issues

15-03: Resolution on Animal and Plant Disease Research and Funding

CANADA RELATIONS

PROMOTING CROSS-BORDER DIALOGUES

Protecting Our Environment

During the 2015–16 biennium oil and pipeline safety and invasive species were at the forefront of the Canada Relations Committee's discussions. While mechanisms like the International Joint Commission exist to address issues related to transboundary waters, state and provincial officials are in frequent contact and react quickly to any issues related to water. Dave Stepnisky, Director of Fish and Wildlife Habitat Policy for Alberta Environment and Parks, made a case for the importance of cross-jurisdictional partnerships that result in expertise sharing on science and management and, in turn, make management more cost-effective. Other officials explained to members their role in preventing future pipeline disasters and described joint enforcement programs with states and available grants for pipeline safety programs.



Achieving Economic Prosperity

The committee welcomed Canadian Employee Relocation Council (CERC) President Stephen Cryne to discuss the importance of cross-border mobility for tomorrow's workforce. CERC, which supports policies that help employers move workers to where they are needed, is seeing major demographic changes and growing individualism among younger workers, as well as increasing displacement of workers by technological advances. Globally, this translates to 200 million



workers without jobs and 1/3 of employers facing difficulty filling jobs. One solution to this could be a Trusted Employer Program. Cross-border mobility would drive business success, promote innovation, and contribute to economic growth by creating jobs and increasing competitiveness. It also develops a talent pipeline and future leadership by ensuring the intersection of the right people, place, and time.

Understanding Political Shifts

During the biennium there were dramatic changes at both the provincial and federal levels in Canada. The Conservative Party, in power in Ottawa for nearly a decade, was voted out when the Liberal Party swept to power in an election that featured some of the highest turnout among young voters in decades. The Progressive Conservatives had held a majority in Alberta's Legislative Assembly for nearly 45 years, but the 2015 election resulted in a New Democratic Party (NDP) landslide. Officials from both levels of government were invited to share with the Canada Relations Committee what the West might expect from these shifts. Honourable Wayne Easter, P.C., M.P. for Prince Edward Island and co-chair of the Canada-United States Interparliamentary Group, shared the Liberal government's new priorities, while Alberta MLA Estefania Cortes-Vargas did so for the government of Alberta.



CO-CHAIR 2016
MLA ERIC FOSTER
British Columbia



CO-CHAIR 2016
SEN. LINDA NEWELL
Colorado



CO-CHAIR 2015
MLA DOUGLAS HORNE
British Columbia



CO-CHAIR 2015
REP. SU RYDEN
Colorado



CHAIR
REP. WENDY HORMAN
Idaho



VICE CHAIR
SEN. BILL SOULES
New Mexico

EDUCATION & WORKFORCE DEVELOPMENT

STUDENT EQUITY, ACCOUNTABILITY, AND THE EVERY STUDENT SUCCEEDS ACT

While the Education and Workforce Development Committee addressed a variety of issues during the 2015–16 biennium, including school accountability, school choice, and state workforce development strategies, two topics emerged repeatedly: the challenge of ensuring equity for students and the implications of the federal Every Student Succeeds Act (ESSA).



Equal Opportunity for Student Success

At the 2015 committee meeting, Sandy Husk of AVID (Advancement Via Determination Program) described her organization's strategy to increase college and career readiness among students who are underrepresented in higher education by teaching skills and behaviors needed for success and providing additional supports to students. Dr. Julian Vasquez Heilig of California State University, Sacramento discussed equity and access concerns raised by research on charter schools, arguing that these schools can essentially choose their own students. Dr. Vasquez concluded with a number of legislative recommendations to improve equity and access. At the 2016 meeting, Michael Griffith of the Education Commission of the States described how equity concerns are forcing states to reconsider the way they fund public education.

Accountability for Student Success

ESSA, the latest update of the federal Elementary and Secondary Education Act of 1965, was passed in late 2015 and will go into full effect during the 2017–18 school year. This sweeping law shifts accountability for student outcomes to the states. Not surprisingly, committee members have been concerned about the implications of this shift, though speakers at the 2016 meeting were optimistic. Steve Fleischmann, of Education Northwest in Portland, Oregon, suggested that the new law's emphasis on evidence-based practices should lead to better classroom instruction and more effective use of federal education funds, while also allowing states more room to innovate. Brennan McMahon Parton, of the Data Quality Campaign, encouraged legislators to use ESSA as an opportunity to improve their states' use of student data to inform instruction and engage parents.

During the biennium the committee also sponsored webinars on "School Accountability Measures for States and Communities" and "Building Student Capacity Through Competency-Based Education."



ENERGY & ENVIRONMENT

PROTECTING SPECIES WHILE POWERING TOMORROW

Considering the Clean Power Plan

The Clean Power Plan, initiated by the Obama administration through the Environmental Protection Agency, has been hotly debated in the energy industry and beyond. Energy and Environment Committee members received an extensive briefing on the plan's component parts from Jennifer Macedonia, a senior analyst at the Bipartisan Policy Center, and a state perspective from William Allison, director of the Air Pollution Division of the Colorado Department of Public Health and Environment. In 2016 the committee was updated on the status of court challenges to the plan by various states and businesses.



Major Environmental Challenge to Energy Development

A significant energy development challenge during the biennium was the potential listing of the greater sage grouse under the Endangered Species Act (ESA). Nicole Alt, Deputy Assistant Director of the Endangered Species Program at the U.S. Fish and Wildlife Service, provided an extensive overview of the listing process and the sage grouse's status. Jeremiah Rieman, Natural Resource Policy Director for Wyoming Governor Matt Mead, and Dustin Miller, Administrator for the Office of Species Conservation for Idaho

Governor Butch Otter, briefed committee members on innovative approaches in their states to keep the grouse from being listed. The committee cosponsored a webinar with the CSG West State and Federal Relations Committee and the Western Governors Association focusing on Wyoming Governor Matt Mead's ESA Initiative, which was directed at improving the act's effectiveness and efficiency.

The Future of Energy

The demand for and availability of energy resources is constantly changing. Energy and Environment Committee members were briefed on efforts to find new commercial uses for carbon emissions through the creation of an Integrated Test Center in Wyoming, on research efforts by the Idaho National Laboratory to modernize and increase cyber protection of the electrical transmission grid, and on the ways renewable energy projects can assist local communities in becoming more energy sustainable.

Resolutions

16-01: Resolution Supporting the Deployment of Advanced, Innovative Electric Transmission Technology

16-02: Resolution Urging Consumer Protections for Distributed Generation Customers



CHAIR
SEN. MICHAEL
VON FLATERN
Wyoming



VICE CHAIR
SEN. MICHELLE
STENNETT
Idaho



FINANCE

STRUCTURAL BALANCE, MEDICAID EXPANSION, AND OTHER FISCAL TOPICS IN THE WESTERN STATES



CHAIR
REP. BRAD DEE
Utah



VICE CHAIR
SEN. RICARDO LARA
California

During the 2015–16 biennium the CSG West Finance Committee addressed several issues crucial to the fiscal welfare of western states. These included issues such as rainy day funds, Medicaid expansion, budget trend analysis, sovereign wealth funds, minimum wage policy, strategies to avoid structural imbalance, and a *Fiscal State of the Western States*.

State Budgets and Planning

Seven years after the Great Recession ended, states are still recovering. During the 2015–16 biennium fiscal leaders sought to rebuild financial safety nets strained during the recession while continuing to balance budgets. Jonathan Ball, Legislative Fiscal Analyst for the Utah State Legislature, offered the committee recommendations to help maintain balanced budgets, such as differentiating between one-time and ongoing line items, and requiring this differentiation in appropriations bills. This enables state agencies and other recipients of state appropriations to prepare for the fact that one-time appropriations will not last. In Utah, agencies have begun informing benefits recipients and employees that they are being served or hired with one-time funding. This approach has been successfully utilized in the state's higher education system for many years.



Medicaid Expansion: Oregon's Approach to Expansion under the Affordable Care Act

After the passage of the Affordable Care Act (ACA) in 2010 and the subsequent U.S. Supreme Court ruling on the Act's legality, many western states debated whether to expand eligibility for Medicaid. Ultimately, every western state did so except Idaho, Utah, and Wyoming. According to Catherine J. Dupont, Associate General Counsel in the Utah Legislature's Office of Legislative Research, states are paying more to the federal government than they are getting back when they do not expand Medicaid. However, putting together the right framework for the expansion has held some states back.

During the 2015 Annual Meeting Senator Elizabeth Steiner Hayward of Oregon described her state's plan for Medicaid expansion. The state's current expansion efforts are aimed primarily at adults as Oregon has covered all children since 2008. Oregon received a designated state health programs waiver that required federal match for services/programs not traditionally funded by Medicaid and must meet growth reduction target (3.4%) and improve on quality of care. If they do not reach their 3.4% goal they will lose federal funding.

HEALTH & HUMAN SERVICES

ACCESSING HEALTH CARE, PROTECTING KIDS, AND PREVENTING SUICIDE

People, Access, and Cost

Members of the Health and Human Services Committee know that quality health care is only valuable if it is affordable and accessible to those who need it. The importance of this message was reinforced by many of those who presented to the committee during the 2015–16 biennium. Kathryn Phillips, of Qualis Health in Seattle, described her organization's 5-state Advanced Primary Care Practice Demonstration Project, which organized health care around the needs and preferences of patients and families. Hector de la Torre, the Executive Director of the Transamerica Center for Health Studies explained how to improve efficiency and reduce the costs of care for aging populations through better management and coordination of the various organizations and entities providing care for seniors. Joel White, Director of Prescriptions for Health America, offered some proven practices for reducing incidences of patients not taking their prescriptions, thereby limiting overall health care costs.



Helping Children

One of the committee's other priorities is the health and welfare of at-risk children. Nia Wassink, Executive Director of Voices for Children Court Appointed Special Advocates (CASA) in Boulder, Colorado, described to committee members how programs such as CASA can improve life outcomes



in at-risk communities by utilizing highly-trained volunteers to work with children who have been abused and/or neglected. Volunteer advocacy has led to a significant increase in at-risk children being placed in safe, permanent homes. Christine Caplin, Managing Director of Public Policy for the Casey Family Programs, shared strategies for improving child welfare services by shifting traditional resources to evidenced-based programs involving screening, early intervention, and high-risk family targeting.

Improving Suicide Prevention

There are almost 43,000 suicides in the U.S. every year, as well as a million unsuccessful attempts that require medical attention. Jerry Reed, Director of the Suicide Prevention Resource Center in Waltham, Massachusetts, provided committee members with a comprehensive overview of suicide in the U.S. and the West, including demographics and mean numbers. Mr. Reed recommended that states recognize suicide prevention as a core element of health care by improving state mental health crisis services, training the clinical workforce in suicide prevention, and reducing access to lethal means.

Members of the committee also shared the most innovative health programs being undertaken in their states.



CHAIR
SEN. ELIZABETH
STEINER HAYWARD
Oregon



VICE CHAIR 2016
REP. KELLEY PACKER
Idaho



VICE CHAIR 2015
SEN. KELLI WARD
Arizona





CHAIR
SEN. PRES. WAYNE
NIEDERHAUSER
Utah



VICE CHAIR
REP. KIMBERLY DUDIK
Montana

PUBLIC SAFETY

LAWMAKERS TAKE ON CRIMINAL JUSTICE REFORM AND CAMPUS SEXUAL ASSAULT

The CSG West Public Safety Committee had an active biennium, providing lawmakers a forum to hear from experts and discuss substantive issues related to public safety and criminal justice. In addition to its regular meetings during the 2015 and 2016 Annual Meetings, the committee held a special meeting at the Utah State Capitol in May 2016.

One important resource for the committee was the CSG Justice Center, which provides evidence-based information on justice reinvestment, prisoner reentry, and mental illness in the criminal justice system, among many other topics. Justice Center staff highlighted to committee members several successful programs, including many in the West, that have employed justice reinvestment approaches using data and bipartisan, consensus-based strategies that reduce spending on corrections and reinvest savings to increase public safety. Justice Center staff also informed lawmakers about the national Stepping Up Initiative that is focused on reducing the number of people with mental illnesses and related substance abuse problems in jails.



Committee Takes on Sensitive Issues

Public safety encompasses issues that can be quite sensitive, such as community and police relations. Lawmakers shared their ideas for building trust between law enforcement and the communities they serve, as well as strategies to enhance police oversight and training. Committee members also discussed the challenges that come with the expanded use of new technologies by law enforcement, including body cameras.

Another sensitive topic that gained prominence during the biennium was sexual assault on college campuses. The committee hosted a webinar in August 2016, during which experts from the Office of Civil Rights of the U.S. Department of Education described some of the strategies being used by colleges and universities across the western region to respond to this challenge.

Public Safety to Become Policy Forum Topic

The output of the Public Safety Committee during the last biennium was meaningful and engaging. Because of the importance of these issues, public safety will be the topic of a policy forum during the 2017–18 biennium, rather than a policy committee. This will enable all interested legislators to engage in public safety issues and to work with the CSG Justice Center.



STATE & FEDERAL RELATIONS

PRESERVING STATE SOVEREIGNTY

Federalism and the Three Branches of Government

The State and Federal Relations Committee focuses on the intersection between state and federal policy. During the 2015–16 biennium, representatives from the offices of U.S. Congress members offered recommendations to committee members about how to work most effectively with Congress. A former Solicitor of the U.S. Department of Interior provided committee members insights about the most efficient ways local officials can work through the rules and guidelines established by federal agencies when addressing state issues. Lisa Soronen of the State and Local Legal Center provided an extensive overview of recent Supreme Court rulings that impact state and federal agencies.



CSG Federalism Task Force Updates

In 2014 the Council of State Governments established a national Federalism Task Force to advance the role of states in our federal system. Senator Gary Stevens of Alaska, a former CSG National Chair, co-chaired the task force. During this biennium Senator Stevens and CSG's Washington, DC staff briefed the committee



on the task force's members' efforts to protect the powers reserved to the states under the 10th Amendment of the U.S. Constitution. The committee also received updates on the status of the Unfunded Mandates Information and Transparency Act of 2015 and on the development of a civics education white paper aimed at helping states rebuild citizens' declining trust in their government.

State Authority and Federal Regulations

CSG West works closely with other western policy organizations on issues of mutual interest, including state-federal relations. Jim Ogsbury, Executive Director of the Western Governors' Association (WGA), briefed the committee on efforts to get the federal government to proactively solicit input from state leaders on proposed federal regulations. For example, Mr. Ogsbury highlighted western policymakers' efforts to demonstrate to the federal government that the greater sage grouse did not need protection under the Endangered Species Act. This led the committee to cosponsor a webinar with the WGA on Wyoming Governor Matt Mead's Endangered Species Act Initiative, which was directed at improving the Act's effectiveness and efficiency.



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REP. LANCE PRUITT
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VICE CHAIR
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Hawaii





CHAIR
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Washington



VICE CHAIR
SEN. SCOTT HAMMOND
Nevada

TRANSPORTATION & ECONOMIC DEVELOPMENT

REGIONAL COLLABORATION AND SHIFTING REVENUE SOURCES FOR TRANSPORTATION

Road Usage Charge

Funding for transportation infrastructure and reducing traffic congestion emerged as the top challenges for Transportation and Economic Development Committee members during the 2015–16 biennium. As more and more fuel efficient vehicles are purchased by consumers, legislators are faced with the challenge of increasing transportation maintenance and repair costs with declining gas tax revenues. As a result, state leaders are eager to explore revenue streams other than the gas tax.



One idea for increasing transportation revenue is to tax miles driven rather than gallons purchased at the pump. Several western states have begun road usage charge pilot programs to assess the merits and potential pitfalls of mileage-based systems. In the second year of the biennium, committee members heard from Reema Griffith, Executive Director of the Washington State Transportation Commission, and Jim Whitty, Manager of the Office of Innovative Partnerships and Alternative Funding at the Oregon Department of Transportation about their states' pilot programs.

Regional Collaboration at the 2015 Transportation Forum

During the first year of the biennium, legislators from across the country gathered for a 2-day

Transportation Forum in Denver. The group got a behind-the-scenes look at Denver's Transportation, and learned about the benefits and challenges of funding new projects through public-private partnerships. The importance of regional collaboration was highlighted with a discussion of the multi-county partnership that involved nearly ten years of planning to create a model for reducing traffic congestion. The model combined expansion of infrastructure with a concerted campaign to make transit more appealing and accessible.

Freeway Toll Lanes and Express Lanes

At the 2016 Annual Meeting, tolling lane expert David Ungemah presented another alternative source of transportation revenue that also serves to reduce highway congestion: freeway toll lanes. These toll lanes, also known as express lanes, have proliferated in the last fifteen years. Ungemah explained that tollways can be used to control demand for particular roadway lanes. Adjusting the toll price to create the optimal level of demand for the tolled lanes will correspondingly open up the other roadway lanes, thereby reducing congestion and bringing in revenue at the same time.



WESTRENDS BOARD

BOARD LOOKS TO THE FUTURE OF THE WEST



CSG West's Westrends Board provides a forum for key western leaders to consider the potential policy implications of demographic, economic and cultural trends in the West. Composed of one legislator from each of the thirteen western states and the Canadian Provinces of British Columbia and Alberta, the board aims to help legislators consider the long-term implications of the rapid changes taking place in the western region.

In 2015–16 the Westrends Board provided an opportunity for lawmakers to learn and discuss issues that extend beyond state borders. Issues included the future of energy in the West, in light of global forces affecting supply and demand, and the expansion of renewable energy.

The Westrends Board also examined domestic policy trends in several western states. For example, the legalization of recreational

marijuana in several states has led to some significant regulatory challenges and legal uncertainty due to contradictory federal laws and regulations.

Other challenges addressed by the board included identifying practical ways to build consensus and maintain trust in legislative institutions in an era of increased political polarization, and defining the proper balance for state and federal management of natural resources in the region.

The western U.S. continues to experience rapid change, and to serve as a testbed of innovation across multiple economic, cultural, political, and social fronts. The Westrends Board will continue to help state leaders better understand and prepare for these opportunities and challenges.



CHAIR
SEN. GINNY BURDICK
Oregon



VICE CHAIR
SPEAKER KERMIT BROWN
Wyoming



PRIVATE SECTOR FORUM

FURTHERING PRIVATE SECTOR PARTNERSHIPS

During the 2015–16 biennium, CSG West made significant strides in its relationships with private sector partners by establishing a Private Sector Forum to facilitate communication between the organization's leadership and private sector representatives.

During at the 2015 and 2016 Annual Meetings, the Private Sector Forum offered a unique platform for CSG West officers and staff to share organizational programming and priorities while soliciting input from private sector representatives. Private sector representatives shared valuable insights on industry and economic trends, budgeting, and issues that they and their companies contemplate.

In 2017, we look forward to continuing the progress made during the last biennium by offering new opportunities that advance our mission and provide a valuable investment for our private sector partners. We will continue to

build on the features of our programs that make them attractive to our private sector partners: the intimate atmosphere that results from our regional focus, and that provides the opportunity to network with regional leaders and establish personal connections and lasting relationships.



SUPPORTING CSG WEST

CSG West offers unparalleled opportunities for private sector entities to engage with regional and national leaders by supporting our mission to strengthen state legislative institutions through facilitation of regional cooperation, the sharing of best practices, and cultivating more effective leadership. CSG West is deeply grateful for the generous support of the sponsors which provide critical support to key programs and events.

Sponsors value the regional focus, and intimate, accessible atmosphere CSG West events are known for. We encourage you to learn more about our programs and consider supporting the CSG West mission while building lasting networking connections and friendships.

ANNUAL MEETING

CSG West annual meetings are known for their regional focus, accessibility and collegial atmosphere. As the largest gathering of Western lawmakers, the annual meeting provides policy-makers and other stakeholders a unique space to discuss policy issues affecting the West, promote regional cooperation, learn from dynamic speakers and network with nearly 600 attendees.

BORDER LEGISLATIVE PROGRAMS

Private sector stakeholders can take advantage of unparalleled opportunities to engage with state lawmakers and other officials from the U.S. and Mexico and to strengthen this unique, important bilateral relationship. CSG West's border legislative programs are designed to further cooperation and enhance policy-makers' abilities to address shared concerns.

» **The Border Legislative Academy (BLA)**, new in 2017, organized with the University of California, San Diego's Center for U.S.-Mexican Studies, will assist newer legislators of the 10 U.S.-Mexico border states to become more effective leaders.

» **The Border Legislative Conference (BLC)**, launched in 2002, is the premier facilitator for ongoing dialogue amongst state legislators of the U.S.-Mexico border region. The BLC empowers legislators to engage in the bi-national agenda by bringing together industry experts and leaders from both countries to discuss common challenges, share best practices, and promote innovation and collaboration.

WESTERN LEGISLATIVE ACADEMY

The Western Legislative Academy (WLA) is an annual three and a half-day intensive training program offered to Western state legislators in their first four years of total service. Through a competitive application process, up to 44 legislators are selected for the opportunity to sharpen skills needed for effective lawmaking, building support for the legislature as an institution and giving legislators from different states the opportunity to learn from each other. The WLA reinforces CSG West's mission to provide opportunities for Western state legislators to share good ideas across state borders.

CSG ASSOCIATES PROGRAM

The CSG Associates Program offers opportunities to interact with state policymakers through national and regional conferences and to learn about program and policy work. The program has three levels of membership: Associate, Senior Associate, and Leadership Circle. Benefits vary for each level and enrollment is on an annual basis.





BLC CHAIR 2016/
VICE CHAIR 2015
SEN. JOSE RODRIGUEZ
Texas



BLC CHAIR 2015
DIPUTADA IMELDA
ALEJANDRO DE LA GARZA
Nuevo Leon



BLC VICE CHAIR 2016
DIPUTADA LARIZA
MONTIEL LUIS
Coahuila



BEYOND BORDERS

NORTH AMERICA SUMMIT

The North America Summit (NAS), hosted by CSG West during the Annual Meeting, provides a unique opportunity to bring together state, federal, and provincial lawmakers from Canada, Mexico, and the Western United States to discuss critical issues facing North America. The 2015 Summit focused on connections and opportunities with a presentation on *North American Neighbours: Maximizing Opportunities and Strengthening Cooperation for a More Prosperous Future* and an examination of perspectives of the trilateral relationship. In 2016 the NAS provided an update on the latest North America Leaders' Summit, and a discussion on impacts of the Trans-Pacific Partnership.



BORDER LEGISLATIVE CONFERENCE

The Border Legislative Conference (BLC) brings state legislators from the ten U.S. and Mexico border states together and serves as a mechanism for on-going dialogue and collaboration by empowering members to engage in the binational agenda. The 29th conference, held in Phoenix in 2015, addressed issues such as the challenges of access to banking services along the U.S. southern border and the need for a capital increase for the North American Development Bank. Local programs highlighted were the A for Arizona educational program by the Arizona Chamber Foundation and the Colibri Center for Human Rights, which partners with families and forensic scientists to collect missing persons reports and help identify the deceased through their Missing Migrant Project. The 30th BLC convened in Saltillo, Coahuila in 2016. Opportunities and pitfalls of growing border energy development, an update on Mexico's judicial reform efforts, and exploring ways joint border historic and cultural tourism could be an engine for economic development were all discussed.

CALIFORNIA AND MEXICO

Since its inception in 2010, CSG West has been an active supporter of the annual California-Mexico Advocacy Day, which encourages dialogue and cooperation between Mexico and California on issues of common interest. During the 2015–2016 biennium the program focused on coordination of energy programs and fostering economic development between Mexico and California.

In the fall of 2015 CSG West and California Assemblymember Jose Medina, Chair of the Assembly Select Committee on California-Mexico Bi-National Affairs, with the support of USAID, hosted a delegation of California legislators to meet with Mexico City's Secretary of Economic Development, officials in the Mexican Tourism and Foreign Affairs Ministries, and U.S. Embassy. The visit helped to foster greater collaboration and coordination between California and Mexico on a number of issues including higher education, cultural exchanges, tourism, and climate change.

BLC PARTNERSHIPS

Groundwork laid in 2014 through a series of four regional economic development forums along the U.S.-Mexico border region resulted in the most organic snapshot of the border economy to date titled *The U.S.-Mexico Border Economy in Transition*. The BLC convened key organizations such as the North American Research Partnership, the Woodrow Wilson International Center for Scholars Mexico Institute, and financial support from the U.S. Agency for International Development (USAID) to make the report possible. Members of the Congressional Border Caucus generously participated in their district's forum. The report sought to capture a common voice while articulating a shared vision of inclusive competitiveness that respects the unique needs of each sub-region. It compiled many innovative ideas developed at the forums and wove them into a list of 27 recommendations to strengthen border competitiveness.

Building on this partnership, the *Competitive Border Communities: Mapping and Developing U.S.-Mexico Transborder Industries* report was released in 2015. This project's goal was to identify opportunities for binational cluster-based economic development which requires an integrated approach by bringing in the business community, educational institutions, and local, state, and federal governments on both sides of the border. Both reports were presented to audiences in both nations' capitals: Washington, D.C. and Mexico City, as well as other cities such as Monterrey, Nuevo Leon and Tijuana, Baja California at CETYS University.



EXPLORING PANAMA CANAL EXPANSION IMPACTS

A joint delegation of legislators from CSG West and the Southern Legislative Conference of CSG were hosted in September 2015 by the Panama Canal Authority. The delegation toured the Panama Canal Expansion Project and learned how the expansion may affect current trade routes and trends. Legislators also met with officials at the U.S. Embassy in Panama and the American Chamber of Commerce and Industry in Panama.

ASSOCIATION OF PACIFIC ISLAND LEGISLATURES

While not international but certainly beyond our borders, the Association of Pacific Island Legislatures (APIL) mission is to organize a permanent association of mutual assistance among representatives of the people of the Pacific Islands, twelve members including American Samoa, the Commonwealth of the Northern Mariana Islands, and Guam. CSG West was invited to attend and present during their 35th General Assembly on the island of Guam in June 2016. Consequently, APIL members voted to adopt a resolution "designating the Council of State Governments West as a sister organization of the [APIL] to facilitate a better and more engaged working partnership between the Council and APIL member entities". CSG West looks forward to continuing to build this relationship.





2015-16 CHAIR
SEN. LEE HEIDER
Idaho



2014-15 CHAIR
REP. BRUCE CHANDLER
Oregon



LEGISLATIVE COUNCIL ON RIVER GOVERNANCE

PROMOTING REGIONAL COOPERATION IN THE COLUMBIA RIVER BASIN

CSG West's Legislative Council on River Governance (LCRG), established in 1998, is made up of state legislators from each of the Columbia River basin states of Idaho, Montana, Oregon and Washington. The LCRG provides its members with opportunities to discuss the common challenges facing the people living and doing business in the basin, and to share strategies for addressing these challenges. Council members meet annually, with the chairmanship and the meeting location rotating among the four states.



Water Rights and Fish Genetics

In 2015 the LCRG met in Kalispell, Montana. Members heard from experts on topics such as water supply forecasting; water banking and markets; tribal issues; the federal Clean Water Rule; and management of public lands. Legislators were particularly interested in a session with the Chief Water Judge of the Montana Water Court, which adjudicates water rights claims and is the only statewide water court in the nation.

In 2016, LCRG members toured the University of Idaho's Hagerman Fish Culture Experiment Station on the Snake River in conjunction with their meeting in Boise. Numerous organizations and agencies conduct research on fish genetics, breeding and nutrition at the station, and members appreciated the opportunity to learn

firsthand about this work. The 2016 meeting included discussions on the Columbia River Treaty with Canada; hydropower and energy alternatives; and protection of fisheries.

Preventing the Spread of Aquatic Invasive Species

Both of the council's meetings during the biennium included discussions of efforts to prevent the spread of aquatic invasive species (AIS) in the Columbia River basin. Members learned about regional approaches to combat AIS, and were offered recommendations to support these efforts. In 2016 members learned how Idaho has become the national leader in preventing the spread of AIS through an aggressive watercraft inspection program augmented by interstate cooperation on real-time tracking of boats being pulled across state lines.

Looking Ahead

The 2017 LCRG meeting, which takes place in Oregon, will likely include discussion of some familiar issues, such as water delivery and storage infrastructure, interstate water conflicts, and even terrorist threats. Oregon Rep. Cliff Bentz, the 2016-17 LCRG Chair, hopes the group can become proactive in developing solutions to their shared challenges that can be translated into legislative action in LCRG member states.



WOMEN IN POLITICS

EXPERIENCE, HISTORY, & RESEARCH

Hosted at the CSG West Annual Meeting, the Women in Politics forum is open to all meeting attendees interested in learning about the experiences of women in the political realm. Sessions include a range of topics, including history, personal experiences, and skills development related to promoting the continued involvement of women in politics.



The 2015 session in Vail, Colorado offered an engaging look at the history and future of women in politics. Colorado has one of the highest percentages of women serving in state legislatures, and elected the first women to any state legislative body. This unique history encouraged attendees to discuss the factors that influence women running for, and holding office. Producer and writer Meg Froelich shared a trailer for the film “Strong Sisters: Elected Women in Colorado,” which presents the unique story of political women in Colorado. Several successful women legislators highlighted

programs that encourage women to run for elected office and “Leap into Leadership,” and the unique challenges and opportunities facing women who run for office.

The 2016 session included a dialogue about the experiences of women in politics from the perspectives of both research and personal experience. Adrienne Kimmell, Executive Director of the Barbara Lee Family Foundation, opened the session with an introduction to the foundation’s research and offered useful insights about how women candidates can increase their likeability among voters—an essential quality voters particularly seek of women candidates. A panel of Western women legislators shared personal experiences and insights, and discussed their reasons for running for office. They also addressed generational and cultural shifts related to balancing family and legislative duties, and the effects of these factors on women’s desire to run for office and their ability to get elected.





CHAIR
CHARLOTTE
CARTER-YAMAUCHI
Hawaii



VICE CHAIR
RICK COMBS
Nevada

LEGISLATIVE SERVICE AGENCY/ RESEARCH DIRECTORS

ENSURING QUALITY SERVICE TO LEGISLATURES

The CSG West Legislative Service Agency/Research Directors (LSA/RD) Committee is made up of the nonpartisan legislative staff directors from each of the Western states. The committee is dedicated to finding ways to deliver the best possible customer service to lawmakers in a positive and professional workplace environment. The LSA/RD Committee convenes each year for a training and professional development seminar.

The training seminar provides the nonpartisan legislative staff members the opportunity to receive expert training and share best practices. The 2015–2016 LSA/RD Committee held panel discussions on a variety of common issues legislative directors face, including the use of audio and visual technology for livestreaming and remote public testimony; providing

accommodations and access to the public; use of social media; mentoring and training staff; succession planning; and dealing with ethical issues.

In addition to sharing their own best practices, the committee's annual gathering offers training from recognized experts on topics that are crucial to ensuring that nonpartisan legislative service agencies effectively serve diverse groups of lawmakers. In 2015, for example, the committee received training on how to cultivate a positive workplace culture, motivate staff, and increase accountability while working across generations. In 2016 the training focused on navigating the challenges of working in politically polarized environments, building trust, and forging good relationships.



WESTRAIN

IN-STATE TRAINING SESSIONS OF 2015 & 2016



Since 2012, CSG West's WESTRAIN program has provided state legislative leaders the opportunity to host customized in-state training on a variety of topics designed to promote professional development and improve legislative services in western states.

During the 2015–16 biennium, the WESTRAIN program hosted several in-state trainings for legislators and legislative staff on ethics, civility and personal development.

2015



The biennium kicked off in Idaho in January, with former Missouri Senator Jeff Smith, emphasizing the importance of ethics in the legislative environment. Drawing from his personal experiences,

Smith offered a cautionary tale of what can happen when passion and drive override ethical instincts.



Addressing Alaska legislators, Deb Sofield offered her insights on public speaking and media relations. After sharing examples of what does not work, she provided suggestions on how to ensure communication is effective and persuasive.

2016



In January, Idaho state legislators participated in an interactive workshop titled *"Building Trust through Civil Discourse,"* led by Ted Celeste of the University of Arizona's National Institute for Civil Discourse (NICD). To ensure the program reflected the state legislative experience, the workshop was facilitated by current and former legislators of both parties.



In March, the California legislature hosted joint training sessions for legislative staff on *The 7 Habits of Highly Effective People* provided by Jeff Carney, a certified Franklin Covey trainer. The training provided an overview of all the habits, along with their foundational tenements. Emphasis was given to select habits deemed most relevant to the legislative environment. In June, Jeff provided a similar but customized training to legislative staff in Nevada and Alaska.



Scott Raecker traveled to Alaska in July to provide legislative staff with a full-day workshop on fostering a culture of excellence and civility. Participants discussed the essential roles of integrity and civility when engaging in culture-shaping. Through an insightful story about how a situation can be perceived differently from various vantage points, Scott cautioned participants to be mindful of the lens they use when addressing key issues. He encouraged them to consider that a change of their lens can help broaden the conversation and contribute to a culture shift.



WESTERN LEGISLATIVE ACADEMY

STRENGTHENING LEGISLATURES AND TRAINING TOMORROW'S LEADERS

Convened in Colorado Springs, the Western Legislative Academy (WLA) hosts western legislators in their first four years of cumulative service. Participants are selected by their state's leadership to participate in a three-and-a-half-day program of extensive skill-building provided by a faculty of national experts. In 2015–16 the program covered the history of legislative institutions, the art of public decision making, ethics, time management, consensus building, communications, digital media, and leadership styles. The sessions provided participants the opportunity to learn from both trainers and each other.

Helping Legislators Become More Effective Leaders

Kicking off the 2015 WLA sessions, Thad Kousser, a political science professor at U.C. San Diego, led class members through a review of state legislatures from the 19th Century to modern times. Touching on the role of states as policy pioneers and laboratories for reform, Mr. Kousser also discussed the introduction of the initiative process and its impact on the role of the legislature in crafting policy. During the 2016 class, CSG West Executive Director Edgar Ruiz led a similar discussion on the evolution of state legislatures, with emphasis on the western states.

In both years of the biennium, Scott Raecker, Director of the Robert D. and Billie Ray center at Drake University, led a discussion on how to create a culture of excellence and ethics. Mr. Raecker focused on the key elements necessary for a culture shift—intention, openness and active listening. He encouraged participants to understand that there is more than one right answer to any challenge,

and that intentionally seeking commonalities with opponents begins the process of building respectful and productive relationships.

Time management coach Pam Vaccaro, President of Designs on Time spoke to the class about the need to let go of the “tips and tricks” approach in favor of a more substantial change in mindset. Through a demonstration exercise highlighting the critical difference between attention and focus, Ms. Vaccaro challenged the idea of successful multitasking.



Tackling the art of negotiation and consensus-building, Dave Landis, Consensus and Negotiations Trainer, led class members through a variety of interactive activities designed to illuminate the need for integrity, trust and productive relationships when engaging in debate. Key takeaways from the session were to talk early, talk often, and to always negotiate in good faith.

After providing a brief review of our government structure, Phil Boyle, of the Carl Vinson Institute of Government at the University of Georgia



discussed some of the core elements of governing and the challenges of balancing different interests in the development of policy. Suggesting that difference is not the same as disagreement, he challenged class members to look at opinion outliers as an opportunity to gain another perspective rather than simply assuming that an alternative view is wrong.

Offering a new definition of communication, Bill Graham, President of Graham Corporate Communications, engaged the class in lessons on likability, using role-playing activities to refine presentation skills. Suggesting that communication is not an activity (like writing or speaking), but rather a result, Mr. Graham encouraged participants to engage in active listening as a way to garner better responses from their audiences.

Stepping away from the classroom, participants spent an afternoon at the U.S. Air Force Academy with Daniel Miller, President of New Heights Learning, developing their leadership and team-building abilities. After a brief personality assessment, Mr. Miller led the group through

several team challenges to clarify the importance of adjusting one's approach to problem-solving based on the personalities involved in the process.

In 2016, Deb Sofield, President of Executive Speech Coaching Co., reviewed the role of digital media in the legislative environment. Ms. Sofield provided an overview of the most commonly-used social media platforms and discussed the importance of demographics in understanding which options are most relevant to meet legislators' and constituents' needs.

In a time-honored tradition, the WLA concluded with time-tested lessons in leadership from none other than President George Washington. Taking a step through time, the former president shared with class members some thoughts and perspective from his time in history and office.

Since the first WLA in 2000, 643 Western legislators have graduated from the program, with many alumni subsequently serving in leadership roles; including presiding officers; majority and minority leaders; committee chairs and vice chairs; and caucus leaders within their state legislatures.



ALTA AND TOLL FELLOWSHIP

ADVANCED TRAINING FOR STATE LEADERS



The Annual Legislative Training Assembly (ALTA) is a professional development opportunity offered at the CSG West Annual Meeting. Open to all meeting attendees, the sessions build process skills for members at all stages of their legislative careers.

Focusing on leadership development, the first two ALTA sessions of the 2015 Annual Meeting invited attendees to join a conversation with select panelists. During the first session, former California Senate President Pro Tem, Darrell Steinberg and former Idaho Senator Denton Darrington shared their thoughts and insights on how to develop a position on an issue and then build support for it. Furthering the discussion, attendees engaged in a group exercise allowing them to identify priority next steps on a set position and then received feedback from the presenters. Joined by Colorado House Speaker Dickey Lee Hullinghorst, former Senators Steinberg and Darrington engaged attendees in an active question and answer session on effective committee leadership.

A third session hosted by Investigative Reporter Adam Schrager offered insights from a reporter's perspective on ways to build a better relationship with the media. After an informative presentation, attendees were asked to participate in a case study activity allowing them to develop a media presentation and then test it through mock interviews with Mr. Schrager. This hands on opportunity offered personalized feedback on ways to improve future media interactions.

Hosted by Brad Batesole of Branded Crate, the 2016 ALTA sessions invited attendees to discuss the application of digital marketing in the legislative environment. Reviewing both social media and email marketing, the sessions facilitated a conversation on best practices for developing and maintaining successful digital communications.

Focused on the use of Twitter and Facebook, the morning session started with an overview of each platform, addressing the nuances of audience demographics and communication styles. From an engaged conversation, a few key suggestions emerged. First, your bio is a representation of your brand (you). This includes your description, profile





photo and banner photo, selections. Be sure that they accurately represent you and are consistent on all of your digital sites. Next, develop a communications plan and be consistent. If you only have time to post once a week, make that your plan and stick to it. Consistency of messaging is the key to social media success. It is also vital to know your audience. Understand who you are trying to reach and why. Establish what you hope to get from the communication, as well as what your audience may hope to receive. Lastly, establish measurement tools and use the data sources from each platform to further customize your communications approach.

In the afternoon session Mr. Batsole addressed the core question surrounding email marketing—Does it work? The answer is, yes! Achieving success, however, follows the same suggestions made during the morning session—establish a plan, know your audience, review your data, and customize your content. With the evolution of general marketing, people have come to expect email communications to feel personalized and targeted to their interests. For the best results, keep your communication simple and directed to a specific call to action.

HENRY TOLL FELLOWSHIP

Hosted annually by CSG National, the Henry Toll Fellowship Program provides an additional opportunity for western state legislators to obtain capacity training. Named for CSG founder Henry Wolcott Toll, the program hosts 48 of the nation's top officials from all three branches of state government for an intensive six-day leadership boot camp. Sessions focus on stimulating personal assessment and growth, while also providing key networking and relationship-building opportunities.

Congratulations to the following CSG West members for completing the Henry Toll Fellowship in 2015 and 2016!

2015

Asmbr. Elliot T. Anderson (NV)
Rep. Becky Edwards (UT)
Sen. Todd Lakey (ID)
Rep. Stefanie Mach (AZ)
Rep. Lauren Matsumoto (HI)
Rep. John M. Mizuno (HI)
Asmbr. Michael Sprinkle (NV)
Sen. Elizabeth Steiner Hayward (OR)

2016

Rep. Eric Barlow (WY)
Rep. Deborah Armstrong (NM)
Rep. Steve Eliason (UT)
Rep. Jodi Hack (OR)
Rep. Zack Hudgens (WA)
Rep. Ken Ito (HI)
Rep. Polly Lawrence (CO)
Rep. Charisse E. Millett (AK)
Asmbr. Heidi Swank (NV)
Asmbr. Tyrone Thompson (NV)
Rep. Rick Youngblood (ID)



VAIL, CO

68TH CSG WEST ANNUAL MEETING
JULY 28–31, 2015

BALANCE YOUR ATTITUDE WITH A CHANGE IN ALTITUDE

In 2015 Senator Nancy Todd invited legislators, industry experts, and other leaders from across the west to the Rocky Mountain State. Over four days attendees learned from dynamic speakers, engaged in professional development sessions, and networked with important stakeholders. All CSG West Policy Committees convened during the meeting and discussed substantive policy issues affecting the region in order to learn and share best practices across borders. The Executive Committee passed two resolutions supporting a partnership with the Western Governors' Association to engage members in dialog on water management, and supporting animal and plant disease research collaboration efforts and funding.



Bettye Fahrenkamp Award

Former Colorado Governor Roy Romer was awarded the Bettye Fahrenkamp award, that recognizes leaders whose legislative careers demonstrate the ability to see and work beyond the borders of their own states in the interest of the west.

NHCSL



The National Hispanic Caucus of State Legislators convened its Executive Committee during the CSG West Annual Meeting. They also hosted a policy session to assess the threats and advancement of consumer data security.

NHCSL bolstered and enriched the exchange of ideas, bringing their focus on serving and representing the interests of Hispanic state legislators from all states, commonwealths, and territories of the United States.

SGAC & CSG National Award



In recognition of her leadership in the Western region and at the national level, CSG West 2015 Chair Senator Nancy Todd (CO) was featured on a special regional cover of CSG's *Capitol Ideas* magazine. She was also honored by the SGAC leadership award, symbolizing dedication, excellence, and vision for her contributions to Colorado and the western region.

Keynote Speakers



Jeremy Bloom shared lessons learned along his own life journey, thoughts on character development, and ways we can all turn losses into opportunities for future success. He is CEO of the advertising technology company, Integrate, and founder of Wish of a Lifetime, a nonprofit organization. In addition to his professional life, Jeremy is an accomplished athlete in both skiing and football.



Kirk Shireman, deputy director of NASA's Johnson Space Center, shared insights on new advances in the world of NASA and the impacts and opportunities these advances may have for Western States. Mr. Shireman manages

one of NASA's largest installations, and prior to being named deputy center director, he served as deputy program manager of the International Space Station Program.



Jeannette Walls is widely known for her best-selling memoir, *The Glass Castle* which was named one of the "Top 10 Books of the Decade" by Amazon, amongst many other accolades. She told the story of her life journey in

her own words and how she overcame tremendous obstacles to realize her dreams. Her work has been featured in *New York Magazine*, *Esquire*, *MSNBC*, and has been taught at universities on courses on literature, psychology, child development, and poverty.



Adam Schrage runs the investigative unit at WIC-TV, the CBS affiliate in Madison, Wisconsin and has published three books in the political sphere. Schrage discussed the modern day relevance of his first book, "The

Principles Politician", on the inspiring story of Colorado Governor Ralph Carr, whose stand on behalf of Japanese Americans after Pearl Harbor cost him his political career.



2015 POLICY TOURS



The High-Altitude Army National Guard Aviation Training Site

showcased the only Department of Defense aviation school offering training outside of the classroom specific to high altitude/high DA/rough terrain situations.



The Shaw Regional Cancer Center

shared its innovative, holistic approach to cancer care, offering not only advanced technology, highly trained physicians and cancer specialists, but also high-quality compassionate care for a healing environment.



Colorado Mountain College

invited attendees to learn how they have lowered remediation, increased college-going, addressed workforce needs, and created a genuine P-20 system of education through mutual planning and sharing of resources.



COEUR D'ALENE, ID

69TH CSG WEST ANNUAL MEETING
SEPTEMBER 6–9, 2016

INSPIRING VIEWS... INSPIRING VISIONS

Representative Jeff Thompson hosted legislators, industry experts, and other leaders from across the west in Coeur d'Alene, Idaho in 2016.

Attendees shared experiences and addressed common concerns during the CSG West policy committees meetings, honed skills at professional development sessions, and took advantage of the collegial atmosphere to reach across borders. Two resolutions were passed by the Executive Committee encouraging state legislatures and public service commissions to consider effective and cost efficient transmission technologies, as well as collaborating with stakeholders to ensure the rights of distributed generation customers are protected.

magazine. He was also honored by the SGAC leadership award, symbolizing dedication, excellence, and vision for his contributions to Idaho and the western region.



SGAC & CSG National Award



In recognition of his leadership in the Western region and at the national level, CSG West 2016 Chair Representative Jeff Thompson (ID) was featured on a special regional cover of CSG's *Capitol Ideas*

Bettye Fahrenkamp Award

Idaho Governor C.L. "Butch" Otter was awarded the Bettye Fahrenkamp award, for his service as a member of the Idaho House of Representatives, as Lieutenant Governor, and as a member of Congress. Throughout his years of service Governor Otter has demonstrated an ability to see and work beyond the borders of his own state in the interest of the West.

Keynote Speakers



Idaho Governor C.L. "Butch" Otter engaged in an insightful presentation on issues affecting and transforming the western region. He also highlighted efforts and challenges to enhance greater state-federal collaboration.



Kenneth Adelman told the story of the 1986 superpower summit between President Reagan and Soviet General Secretary Mikhail Gorbachev, where Adelman acted as an advisor to the President. Adelman is a critically-acclaimed author and former U.S. Ambassador to the United Nations.



Amy Walter, an esteemed political analyst and National Editor of the *Cook Political Report*, shared insights into the current political climate. She has been recognized by *Washington Magazine* as one of the top 50 journalists and has been featured on MSNBC, PBS, CBS, *The Wall Street Journal*, and *The New York Times*.



Kenneth Gronbach shared his analysis of demographic data to address how America's Baby Boomers, Generation X, Generation Y, and other countries' age curves interact to create the opportunities and challenges of the modern world. Gronbach is an author, expert, and futurist in the field of Demography and Generational Marketing, as well as the author of *Decades of Differences: Making it Work* and *The Age Curve*.



2016 POLICY TOURS



The HECLA Mining Company

invited attendees to the Lucky Friday Mine, which has been in nearly continuous operation since 1942 and is considered the economic engine of the Silver Valley, providing over 300 family supporting jobs.



Idaho Forest Group Chilco Mill

offered the opportunity to learn how investing in new facilities, technology, manpower, and using best forest management practices are securing renewing timber harvests for years to come.



The North Idaho College shared their innovative approach to higher education with the new Career and Technical Education Facility that significantly increased the college's ability to meet student and industry demand for well-trained and qualified graduates in the trades and industry sector.



U.S. Navy Acoustic Research

Detachment showcased its unique acoustic test facilities for conducting research, development, testing and evaluation of submarine acoustic stealth technology. These programs support the Fleet, Navy systems commands, other defense agencies, our allies, as well as private industry and research efforts of academia.

SPONSOR RECOGNITION

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American Chemistry Council
American Society of Civil Engineers
Amgen
Anthem Blue Cross
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Bayer
Black Hills Corporation
BNSF Railways
Bonneville School District
Celgene
Check Into Cash
Clearwater Paper Co.
CNA Insurance Companies
Coeur d'Alene Tribe
Colorado Automobile Dealers Association
Colorado Bankers Association
Colorado Beverage Association
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SAVE THE DATE

WASHINGTON 2017

CSG
WEST

TACOMA

AUG. 15-19

CSG West 70th Annual Meeting


August 15-19, 2017 • Tacoma, Washington

WASHINGTON—Innovation is our Nature

Washington is a wonderful place to live and conduct business. Along with unparalleled scenic beauty, plentiful outdoor recreation, and vibrant cultural landscape, Washington is a global leader in technology, aerospace, and green energy. It is the home of Microsoft, Amazon, Boeing, Costco and other cutting edge companies that are leading innovators.


Tacoma welcomes leaders from across the west to learn from experts, and share experiences and insights on policy issues relevant to the western region, and nation, during the 70th CSG West Annual Meeting.

Experience the South Puget Sound




Tacoma offers excellent access to outdoor recreation as well as urban cultural activities. The Hotel Murano conference site in downtown Tacoma features works of glass artists from around the world and many rooms offer fantastic city, water and Cascade Mountains views.

Situated just an hour's drive from Mt. Rainier National Park and the Olympic National Forest, and located on Puget Sound, Tacoma presents some of the best opportunities for biking, hiking, camping, boating, and fishing found anywhere in the world. Point Defiance is the largest municipal park in the country with a zoo and aquarium, trails, and beach access.



Tacoma offers outstanding attractions including the LeMay Car Museum, Museum of Glass featuring works by Dale Chihuly, Tacoma Art Museum, Washington State History Museum and Broadway Center for the Performing Arts—all within walking distance or a free light rail ride away. For golf fans, you'll be minutes from the site of the 2015 U.S. Open at Chambers Bay Golf Course. Baseball fans are in close proximity to Safeco Field, home of the Seattle Mariners and Cheney Stadium, home to the Tacoma Rainiers. You'll also want to check out the thriving local brew pub scene, diverse restaurants, tribal casinos and shopping in this walk friendly city.



No matter your interest, Tacoma and South Puget Sound will make you feel welcome, and entertained.



2017 CSG WEST LEADERS

The CSG West Chair, in concert with the Officers, establishes organizational goals, provides oversight of the CSG West budget, establishes policy committees, and appoints committee chairs and vice-chairs amongst other duties.

During the 2017 Annual Meeting the CSG West Nominating Committee will consider applicants to the 2018 Vice Chair position, which will rotate to the Chair position in 2020. In order to ensure political balance among the officers, the chair position alternates annually between the two major political parties, and reasonable effort is made to balance the representation of the officers by legislative chamber, geographic region, and population diversity. The selected legislator will fulfill the role of the Vice Chair starting in 2018. For information on how to apply, please contact csgw@csg.org or call 916-553-4423.



CHAIR
SEN. SAM HUNT
WASHINGTON



CHAIR-ELECT
SEN. RALPH OKERLAND
UTAH



VICE CHAIR
REP. KIMBERLY DUDIK
MONTANA



IMMEDIATE PAST CHAIR
REP. JEFF THOMPSON
IDAHO



71ST CSG WEST ANNUAL MEETING SNOWBIRD, UTAH SEPTEMBER 12–16, 2018

At 8,100 feet of elevation and just 30 miles away from Salt Lake City International Airport is the Snowbird Resort and Conference Center in Little Cottonwood Canyon. The history of the area dates back to 1869 when a soldier in the U.S. Army first prospected for silver and discovered one of the largest producers of silver ore in the Wasatch Mountains. Since 1971, Snowbird Ski and Summer Resort has provided year-round recreation in a refreshing mountain setting with world-class facilities. Join CSG West and your Western colleagues in this place of beauty and inspiration to share, explore, and learn.

2017–2018 POLICY COMMITTEES

AGRICULTURE & WATER



CHAIR
Idaho
Representative
Clark Kauffman



VICE CHAIR
Colorado
Representative
Jeni Arndt

CANADA RELATIONS



CO-CHAIR
Montana
Senator
Sue Malek



CO-CHAIR
Alberta
MLA Estefania
Cortes-Vargas

EDUCATION & WORKFORCE DEVELOPMENT



CHAIR
New Mexico
Senator
Bill Soules



VICE CHAIR
Utah
Representative
Bradley Last

ENERGY & ENVIRONMENT



CHAIR
California
Senator
Bob Wieckowski



VICE CHAIR
Alaska
Representative
David Talerico

HEALTH & HUMAN SERVICES



CHAIR
Nevada
Assemblyman
James Oscarson



VICE CHAIR
Washington
Senator
Patty Kuderer

FINANCE & ECONOMIC DEVELOPMENT



CHAIR
Oregon
Senator
Elizabeth Steiner Hayward



VICE CHAIR
Utah
Senator
Lyle W. Hillyard

TRANSPORTATION & INFRASTRUCTURE



CHAIR
Idaho
Representative
Rick Youngblood



VICE CHAIR
Washington
Representative
Jake Fey

STATE & FEDERAL RELATIONS



CHAIR
Hawaii
Representative
Cindy Evans



VICE CHAIR
Wyoming
Representative
Eric Barlow

WESTRENDS



CHAIR
Colorado
Representative
Polly Lawrence



VICE CHAIR
California
Assemblymember
Ken Cooley

NEW CSG WEST PROGRAM

The Border Legislative Academy (BLA) is a binational professional development program designed to assist newer U.S. and Mexican legislators to become more effective leaders. Launching in June 2017 and in partnership with the University of California San Diego's Center for U.S.-Mexico Studies, the program seeks to help border legislators across the border to:

Improve their understanding of key stakeholders, government institutions, and other resources.

Accelerate learning and expand their knowledge base.

Manage the complexities of governing in the border region.



CALIFORNIA // ARIZONA // NEW MEXICO // TEXAS



BAJA CALIFORNIA // SONORA // CHIHUAHUA
COAHUILA // NUEVO LEON // TAMAULIPAS

COMMUNICATIONS AND MEMBER ENGAGEMENT

During the 2015–16 biennium CSG West staff ramped up efforts to engage with western legislators and other supporters. The most visible change was to the CSG West email newsletter, the *Regional Roundup*. Forty-five percent of readers now view the newsletter on mobile devices, so we moved to a more streamlined, mobile-friendly format.

In addition to enhancing the visual appeal of the newsletter, new features aimed at highlighting western legislators were added. The Western Perspective, which offers legislators an opportunity to share bipartisan successes with their peers across the West, has featured stories on workforce development and affordable housing in Colorado, benefits for women veterans in Oregon, and a joint education study committee in New Mexico. Member profiles highlight CSG West officers and committee chairs and vice chairs.

NEW COMMUNICATION CHANNELS

CSG West aims to be a resource for western legislators. Using Twitter and emails to committee members, we share news, events, and resources. Our policy team began working with CSG HQ to offer “eCademy” webinars in late 2015. By the end of 2016 we had conducted six webinars on school accountability, state permanent trust funds, species conservation, competency-based education, usage-based transportation funding, and sexual assault on college campuses.

In 2016 we also added an “Ask CSG West” form to the home page on our website. Using this form, anyone can submit a question about western legislatures or policy issues and CSG West policy staff will research and provide a response as quickly as possible. In 2016 CSG West staff answered questions on open adoption laws; redistricting; forest health and wildfire prevention; fees for electric and hybrid vehicles; and sales taxes.

ENGAGING MEMBERS

In 2015 CSG West took several steps to encourage greater engagement among western legislators. For the first time we offered a meeting app for our Annual Meeting, enabling attendees to create personalized meeting agendas and connect with one another more easily. More significantly, the Executive Committee adopted position descriptions outlining the responsibilities of policy committee chairs and vice chairs. These documents formalized the role of members in determining each committee’s priorities for the biennium. A few months later, CSG West staff held a retreat at where a set of strategic objectives aimed at increasing the organization’s value to our members were identified.

Moving forward, CSG West will offer at least one webinar per policy committee each year on issues faced by many western legislatures. We have recently begun to experiment with new, more user-friendly ways of sharing news, events, and resources with our committee members and others. And our website will be reorganized and streamlined to make it more visually appealing and useful to members.



CSG WEST RESOURCES & TOOLS



The **Knowledge Center** is an interactive source for policy reports, insight, and commentary on issues and trends facing state leaders.



Policy webinars offer online forums as an opportunity to learn and interact with national policy experts on a variety of topics.



Interstate Compacts databases Search the more than 200 different interstate compacts in effect today, by state, name, or year.



States Perform provides access to interactive information on how states are performing across six key policy areas: education, public safety and justice, energy and environment, economic and fiscal policy, health and human services, and transportation.



The **Regional Roundup** is a semimonthly e-newsletter offering policy insights into the Western perspective.



The Book of the States is a state government encyclopedia featuring easy-to-read summaries, tables and charts and serves as an invaluable reference tool that has withstood the test of time.



Capitol Ideas is CSG's national bimonthly magazine that provides state leaders with insights and innovations into today's most pressing issues.



CSG Federal Affairs serves as an advocate for state governments in Washington, D.C. to ensure the interests of states are known and understood at the federal level. It also helps members understand how their work in state capitols interacts with federal laws and policies.

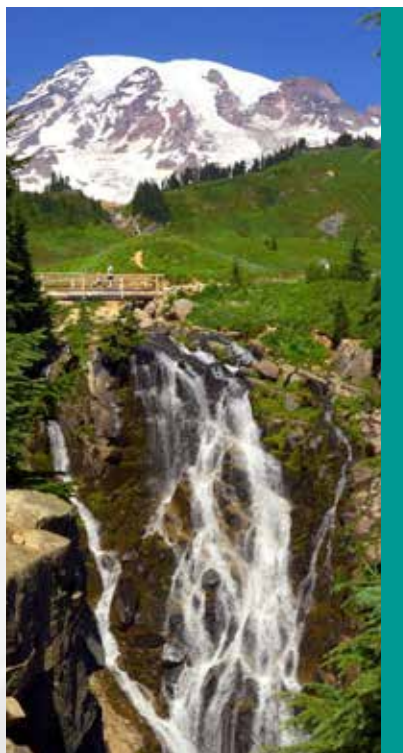


The **CSG Justice Center** serves to promote effective, data-driven practices and solutions where the criminal justice system intersects with other disciplines, such as public health and education.



Ask CSG West—Can't find what you're looking for? Visit www.csghost.org to submit questions to the CSG West Policy Team.

PRELIMINARY CALENDAR OF EVENTS 2017–2018



2017

BORDER LEGISLATIVE ACADEMY

MIDWESTERN LEGISLATIVE CONFERENCE

SOUTHERN LEGISLATIVE CONFERENCE

EASTERN REGIONAL CONFERENCE

CSG WEST ANNUAL MEETING

TOLL FELLOWSHIP PROGRAM

LEGISLATIVE COUNCIL ON RIVER GOVERNANCE

LEGISLATIVE SERVICE AGENCY &
RESEARCH DIRECTORS TRAINING SEMINAR

BORDER LEGISLATIVE CONFERENCE

WESTERN LEGISLATIVE ACADEMY

CSG NATIONAL CONFERENCE

JUNE 1–3

JULY 9–12

JULY 29–AUG 2

AUG 13–17

AUG 15–19

AUG 25–30

SUMMER/FALL

JULY 9–12

SUMMER/FALL

NOV 29–DEC 2

DEC 14–16

SAN DIEGO, CA

DES MOINES, IA

BILOXI, MS

UNCASVILLE, CT

TACOMA, WA

LEXINGTON, KY

TBA

JUNEAU, AK

TBA

COLORADO SPRINGS, CO

LAS VEGAS, NV

2018

BORDER LEGISLATIVE ACADEMY

MIDWESTERN LEGISLATIVE CONFERENCE

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BORDER LEGISLATIVE CONFERENCE

WESTERN LEGISLATIVE ACADEMY

CSG NATIONAL CONFERENCE

SUMMER

JUL. 15 - 18

JUL. 21 - 25

TBA

SEP. 12 - 16

SUMMER/FALL

SUMMER/FALL

SUMMER/FALL

SUMMER/FALL

DECEMBER

DECEMBER

SAN DIEGO, CA

WINNIPEG, MANITOBA,
CANADA

ST. LOUIS, MO

TBA

SNOWBIRD, UT

LEXINGTON, KY

TBA

TBA

TBA

COLORADO SPRINGS, CO

KENTUCKY





TACOMA, WA | SITE OF 2017 CSG WEST ANNUAL MEETING



SNOWBIRD, UT | SITE OF 2018 CSG WEST ANNUAL MEETING



"Serving Western Legislatures"

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