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The Council of State Governments

November/December 2008

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innovations award



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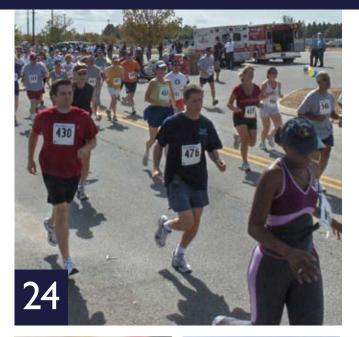
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- Read about the eight state programs that have won an Innovations Award starting on page 19, and then tune in to a podcast on the awards winners at the CSG Web site, *www.csg.org*.
- CSG's 2008 Annual State Trends and Leadership Forum will be held Dec. 4-7 in Omaha, Neb. Catch up on the meeting discussions at the CSG blog, Capitol Comments. Hot topics include an examination of the mortgage crisis and its impact on states, a look at what some states are doing with the work week, and a 2008 campaign commentary from columnist Mark Shields.
- While the focus has been national in this year's historic presidential campaign, some states may undergo changes after the Nov. 4 election. Check the CSG elections center for all the results of statewide races, and Capitol Comments for analysis of those elections.



Look for the Capitol Comments indicator throughout the magazine to find Web extras on the CSG blog.

#### capitol trivia

#### **Question:**

In the United States, 84.2 percent of citizens were covered by health insurance in 2006, according to the 2008 *Book of the States*, published by The Council of State Governments. Which state has the highest percentage of residents covered by health insurance? Which state had the lowest percentage?

To find the answer, log onto CSG's Web site at www.csg.org!

## toolbox

## Agency Releases Update of State Alcohol Policies



The Alcohol Policy Information System, a project by the National Institute on Alcohol Abuse and Alcoholism, recently released its latest update of state-by-state alcohol policies.

The project is an online resource that provides detailed information on selected alcohol-related policies across the U.S. The update, available at *www.alcoholpolicy.niaaa.nih.gov*, includes more than 35 changes in state alcohol policy statutes and regulations for 2007 relating to health policy, pregnancy, underage drinking and motor vehicles.

Among the changes:

- In Illinois, Indiana, Maine, Oregon and Washington, D.C., insurers can no longer legally deny payment for insurance benefits for losses because the insured was intoxicated.
- In Colorado, insurance companies, under the state's health insurance parity law, are required to provide alcoholrelated coverage.
- In Louisiana and Pennsylvania, health professionals must report suspicions or evidence of alcohol use or abuse by women during pregnancy. Louisiana's law applies to physicians, while Pennsylvania's law applies to all health care providers.

- A new Alaska law provides priority access to substance abuse treatment for pregnant and postpartum women who abuse alcohol.
- In Texas, retailers must post a warning sign about the effects of alcohol use during pregnancy.
- Minnesota became the fifth state that will either involuntarily commit a pregnant woman to treatment or involuntarily place a pregnant woman in protective state custody for the protection of a fetus from prenatal exposure to alcohol.
- In Iowa and South Carolina, all kegs must be registered.
- Alaska will now impose criminal liability on those who host underage drinking parties, and Illinois and Kansas have strengthened their hosting laws.
- Oregon and Utah increased the age at which minors lose driving privileges for alcohol violations from 18 to 21, and South Carolina prohibits underage consumption of alcohol.
- Pennsylvania reduced its blood alcohol limit for operators of recreational watercraft from 0.1 percent to 0.08 percent.
- Wyoming made its open container law applicable to all occupants of a vehicle, bringing its law into conformity with federal standards.

## statesource

## Worsening Economy Hits the States

The Rockefeller Institute of Government's latest quarterly report on state revenues, released in October, shows the picture is grim, and the policy research center believes that "great trouble is brewing" for the states. The report is even titled "The Damage is Just Beginning."

*Stateline.org* reports that Arizona, California, Florida, Michigan and Rhode Island are suffering the most from the falling U.S. economy, but states such as Connecticut, New York, New Jersey and other states will soon be in the same boat, according to the report.

Taxes collected by the states from April 1 through June 30 may have masked the problem of declines in sales, fuel and corporate taxes, according to the report. That's because income tax payments accounted for the majority of the increase in the states, according to the report.

The report said revenue from state sales taxes dropped 1.4 percent, revenue from corporate income taxes dropped 8.3 percent and revenue from motor fuel taxes decreased 3.4 percent.

The name of the game is slowing revenue and rising prices for the states, report author Donald Boyd told *Stateline.org*. On top of declining revenues, Boyd told *Stateline.org* the prices that states and municipalities pay for goods and services rose 6.6 percent during the second quarter, 4.6 percent higher than economy-wide inflation—the largest such difference in 60 years.

The report is available at *http://www. rockinst.org/WorkArea/showcontent. aspx?id=15322.* 

## statesource

## Missouri Builds Mass Underground Tornado Shelters

Missouri is constructing the first of several underground tornado shelters and if they save lives, the special shelters in Missouri could become a national model, according to USA Today.

Pettis County, in central Missouri, is moving ahead with plans to build eight tornado shelters—each will hold an estimated 1,000 people, the newspaper reports. The structures will have 10-inch reinforced concrete walls, restrooms and ventilation.

"There are a lot of communities watching how this turns out," County Commissioner Rusty Kahrs told USA Today.

After tornadoes in March 2006 killed two people, an inventory of the area's housing found many homes lacked basements and proper shelters, Kahrs told the newspaper. The county hopes the shelters can be built within a five-minute walk or drive of most residents who may need it, according to the newspaper.

Missouri isn't shouldering the entire multimillion dollar cost of the shelters, though. The Federal Emergency Management Agency is paying 75 percent of the \$2.9 million cost for the Missouri tornado shelters, USA Today reports.

But some emergency managers say the approach might encourage people to leave home and get on the roads when they should be taking immediate shelter, USA *Today* reports.

"If the appropriate groundwork is not laid before implementing such a strategy, problems could be catastrophic in nature," David Barnes, director of Oklaho-

ma County Emergency Management, told the newspaper. He should know, because public apathy toward tornadoes and procrastination is an issue in his state, which ranked third among states for tornado activity from 1997 to 2007, USA Today reports.

"If people wait too long to go to a shelter ... you could expose yourself to something else you don't even know about," Barnes told the newspaper. "Streets may be flooded, traffic lights may be out."

For years, FEMA has funded safe rooms in existing buildings and has spent more than \$200 million for nearly 500 community safe rooms since 2000, Deb Ingram, director of risk reduction, told USA Today.

## Best Practices: New Help for People Who Want to Quit Smoking

Seventy percent of smokers want to quit and most have unsuccessfully tried to quit on their own at least once before seeking professional help, according to the American Cancer Society. As with other addiction treatments involving changing behaviors, smoking cessation programs have low success rates.

But there is new hope for smokers who want to quit. Updated treatment guidelines from the U.S. Public Health Service for 2008 describe the most effective approaches to improve success rates for quitters. The new guidelines, released in May, were developed by a panel of federal and private experts and based on applicable studies since 1975. The best practices describe successful medication and counseling treatments that can be used alone or in combination according to the patient's quitting experiences, preferences and level of smoking.

The new guidelines approach smoking as a chronic condition that requires continuous encouragement by physicians and repeated attempts by patients to quit long-term. The recommended treatments include:

 Use of the seven FDA approved medications, which greatly increase successful cessation and are highly cost-effective. The medications include prescription bupropion (Zyban or generic) and varenicline (Chantix) as well as five nicotine replacement products, some of which are over-the-counter; and

 Counseling for patients to stop smoking, either alone or in conjunction with medications. Individual and group counseling, as well as telephone counseling quit lines, such as 1-800-QUIT-NOW, have been effective.

The guidelines also recommend insurance plans cover all effective counseling and medication treatments, because smokers with coverage are more likely to get treatment and become successful quitters.

The Centers for Disease Control and Prevention also recommends that insurance plans cover at least two smoking cessation attempts per year, effective medications and at least four counseling sessions of a minimum of 30 minutes each, including proactive telephone counseling and individual counseling. This more intensive level of treatment leads to even higher success rates for quitting smoking, according to the CDC. The Institute of Medicine recommends seven state policies to reduce smoking in its "Ending the Tobacco Problem: A Blueprint for the Nation."

- Sustained adequate funding for state tobacco education, media and stop smoking programs;
- Increased tobacco excise taxes that are equalized between states to avoid smuggling;
- Indoor smoking bans in all non-residential locations to protect against second hand smoke and help smokers cut back;
- Restricted sales of tobacco to youth and education to keep them from starting to smoke;
- Continued encouragement for people to participate in effective smoking cessation treatment;
- Community action through coalitions to reduce tobacco use; and
- State and federal regulation of tobacco products and additives, advertising and retailing.

To view the Institute of Medicine report, visit http://www.iom.edu/cms/3793/20076/43179.aspx.

## statesnapshots

## Cigarette Taxes in the States

With just three states voting to increase their cigarette tax this year, here are how the states compare when it comes to state cigarette taxes. Read more about cigarette taxes and beefed up enforcement efforts to collect those taxes in California on page 8.

	Tax Rate Per Pack	State	Tax Rate Per Pack
olina	7¢	Oklahoma	\$1.03
	17¢ (1)	Delaware	\$1.15
pi	18¢	Oregon	\$1.18
	30¢ (I)	Minnesota	\$1.23 (3)
у	30¢ (2)	Ohio	\$1.25
	33.9¢	New Hampshire	\$1.33 (4)
Carolina	35¢	Pennsylvania	\$1.35
na	36¢	lowa	\$1.36
ia	37¢	Texas	\$1.41
na	42.5¢ (I)	South Dakota	\$1.53
Dakota	44¢	Montana	\$1.70
/irginia	55¢	Wisconsin	\$1.77
	57¢	Vermont	\$1.79
as	59¢	Alaska	\$2
ing	60¢	Arizona	\$2
ssee	62¢ (I) (2)	Connecticut	\$2
aska	64¢	Hawaii	\$2
	69.5¢	Maine	\$2
s	79¢	Maryland	\$2
la	80¢	Michigan	\$2
ado	84¢	Washington	\$2.03
nia	87¢	Rhode Island	\$2.46
<b>1</b> exico	91¢	Massachusetts	\$2.51
5	98¢ (I)	New Jersey	\$2.58
a	<b>99</b> .5¢	New York	\$2.75 (I)
ngton, D.C.	\$1		

NOTE (1) Counties and cities may pose and additional tax on a pack of cigarettes in Alabama (1¢ to 6¢), Illinois (10¢ to 15¢), Missouri (4¢ to 7¢), New York City (\$1.50), Tennessee (1¢) and Virginia (2¢ to 15¢).

NOTE (2) Dealers pay an additional enforcement and administrative fee of 0.1¢ per pack in Kentucky and .005¢ in Tennessee.

NOTE (3) Plus an additional 25.5 cents sales tax is added to the wholesale price of a tax stamp (total \$1.485).

NOTE (4) New Hampshire's cigarette tax was the most recent to increase from \$1.08 per pack to \$1.33 per pack.

Source: Federation of Tax Administrators, updated as of Jan. 1, 2008. Further updates by Associate Editor Mikel Chavers.

## up on SMOKES

Some States Increase Cigarette Taxes While Others Beef Up Enforcement Efforts

While the cigarette tax increased in just a few states this year—Massachusetts, New York and New Hampshire voted to increase the tax—other states like California are beefing up cigarette tax enforcement efforts to collect on that tax revenue. Still other states like Hawaii are dealing with already legislated year-over-year increases, and states like Arkansas want to reintroduce the idea of increasing the cigarette tax to pay for special projects.

By Mikel Chavers

California is keeping an eye on the white vans.

The vans drive to various locations and set up shop, peddling cigarettes and other tobacco products to retailers at surprisingly low prices. That's because they often evade the state's cigarette tax and the cigarettes they sell are illegal.

These kinds of illegal operations are cheating states out of tax revenue.

In California, the cigarette tax revenue funds various state programs. Of the 87 cent excise tax on a pack of cigarettes, 2 cents goes to the Breast Cancer Fund, 10 cents goes into the General Fund, 25 cents goes to the Cigarette and Tobacco Products Surtax Fund, and 50 cents goes into the California Children and Families Trust Fund, according to the Excise Taxes Division of the California Board of Equalization.

Experts say there are two reasons why cigarette sales decrease after a cigarette tax increase. "Part of that is some people quit," said Gilbert Haas, chief of the Investigations unit of the California Board of Equalization. The other part though, is "there is also an increase in (tax) evasion," he said.

#### California Safeguards Against Lost Revenue

In 2004 the California legislature passed a set of laws requiring all retailers, wholesalers and distributors to obtain a license to sell cigarettes. The law also beefed up other enforcement measures, including hiring more officers to check for tax evasion as well as deploying a new encrypted cigarette tax stamp that's harder to counterfeit. With the three-pronged approach, California began the crackdown on retailers who buy from the white vans—and who just plain evade the tax.

"Through this act we could start holding retailers responsible," Haas said. "You buy from someone who provides you an invoice and documentation that they are properly licensed with us."

The number of enforcement officers in the state doubled with the new laws. Those officers' duties include making sure cigarette wholesalers, retailers and distributors are following the rules and paying the cigarette taxes or buying legal cigarettes that are properly stamped with the state's tax stamp. Haas said having more officers run sting operations and check to make sure those who sell cigarettes are paying the tax and following the law is a key component to collecting cigarette tax revenue.

Before his department got an additional 51 enforcement officers, the state was losing more than \$300 million a year just in lost cigarette tax revenue. But since the beefed up efforts in 2004, the state's chief economist now estimates California has been able to recover more than \$140 million a year in previously lost cigarette tax revenue.

"A lot of smaller states can't afford to beef up too much of their enforcement," Haas said. However, he said, "Any state that raises their cigarette tax needs to have some sort of enforcement out there. Having enforcement people in the field is one of the most significant things you can do."

His band of enforcement officers is geared up to do 10,000 inspections a year in a state with 38,000 retailers.

"People who evade the tax are always very good at finding new ways to do that," Haas said.

That's where the special high-tech stamp comes in. California unveiled an encrypted tax stamp that replaced the wax, heat-applied stamp of the old days. Where the old stamp was ridden with problems, such as being counterfeited and reapplied to other packages, the new stamp is adhesive with slit marks and micro printing to make it tough to fake or take off.

The stamp comes technologically packed with information about who applied the stamp, the tax rate, the date the stamp was applied and the value of the stamp. All that information is embedded in the stamp and officers use a special handheld scanner to determine the validity of the stamp.

The encryption has not yet been counterfeited, according to the California Board of Equalization.

But better technology comes at a higher price. Although the new stamp is tough to crack and is one of the reasons California is collecting the cigarette tax revenue it was losing before, 1,000 new stamps cost \$4.77. The old stamp cost 42 cents for 1,000 stamps.

"We still feel like we're well ahead of the revenue we are realizing from that," said David Gau, deputy director of property for the California Board of Equalization. "Yes it is more costly to produce and administer, but the cost benefit has been great."

A number of other states and even countries—including Turkey, the Philippines and Canada—are showing interest in California's new cigarette tax stamp.

The state also is using another strategy to collect cigarette tax revenue. Since some people purchase their cigarettes on the Internet or through mail-order catalogues, they may never pay the state cigarette tax. But the state is keeping track of those sales.

The state's cigarette tax Internet program, although it's been in place for several years, was revamped in July 2006 and is now collecting \$5 million a year in cigarette taxes. Before it was collecting less than \$100,000 a year in cigarette taxes, according to Lynn Bartolo, chief of the Excise Taxes Division at the California Board of Equalization.

Bartolo's office gets invoices for every purchase made online or through mail order, so her department knows exactly how much each individual owes the state in cigarette taxes. The department sends out tax returns giving people the opportunity to self-declare their taxes. If they don't get a response, the department sends a bill, according to Bartolo.

With beefed-up personnel to handle all the invoices coming in, the state is now able to cash in on that tax revenue, Bartolo said.

Not only that but, "by addressing the consumers' purchases over the Internet we're protecting our retailers here" by doing away with unfair competition, Bartolo said.

#### Earmarking Taxes

Legislators in Hawaii also see the benefit of collecting cigarette taxes.

"We've had a fairly aggressive enforcement effort," said Hawaii Sen. Rosalyn Baker, chair of the state's Ways and Means Committee. The state is now in the process of expanding some of its enforcement efforts but nothing is concrete yet, according to Baker.

Back in 2006, the legislature passed Senate Bill 2961, authored by Baker, increasing the cigarette tax from \$1.40 to \$1.60 per pack. With that legislation, every year the cigarette tax increases by 1 cent per ciga-



rette making the tax \$1.80 in 2007 and recently increasing to \$2 per pack Sept. 30. By 2011, the state's cigarette tax will be \$2.60 a pack under the law.

Those cigarette taxes in Hawaii help fund the Cancer Research Center and community health facilities.

But not everyone in Hawaii was pleased the cigarette tax increase was dedicated to special funding projects. Lowell Kalapa, president of the Tax Foundation in Hawaii, warned of the dangers of earmarked taxes.

"Certainly as health trends dictated, it became popular to slap an increase on cigarettes as a way to finance government," Kalapa said. "The cigarette tax became an easy target to flog for additional revenue."

But he believes as the price of the product goes higher, Hawaii could see a shortfall for those special projects funded by cigarette tax revenue. He predicts that once the state sees a weakening in revenue collected from cigarette taxes, legislators will "have to think twice about it."

And anecdotally, he's already seen consumers beginning to act. "I've seen people at the checkout counter think twice—or else they'll trade down to a cheaper brand."

Baker said the state's Department of Taxation estimates the state loses nearly \$5 million a year in lost cigarette tax revenue. But that's due to "a slight dropoff in usage," Baker said, and partly due to evasion.

#### Arkansas to Reintroduce Cigarette Tax Hike

In Arkansas, legislators put off until next year a proposed 50-cent tax hike. One of the funding sources for the estimated more than \$70 million in tax revenue was slated to fund a statewide trauma system, an infrastructure that would help the state respond to emergencies where victims require quick attention from specialists.

Arkansas Rep. Gene Shelby sponsored the proposal in 2007 but it failed. However, Shelby said he is considering introducing similar legislation for 2009.

As an emergency room doctor, Shelby is particularly interested in the possible effects of a higher cigarette tax. "The number one thing and my motivation is the really good studies that show that if you increase the cost on cigarettes there is a reduction in the use—(and) that's more pronounced for younger smokers," Shelby said. "From a public health standpoint it's probably one of the best things we can do."

Not only that, but Shelby is looking at the possibility of using a portion of that money to fund a trauma system in the state. "It does generate a fair amount of revenue," he said.

He said border states with lower cigarette taxes could be a factor but added enforcement mechanisms would be in place.

-Mikel Chavers is associate editor of State News magazine.



#### New Hampshire Latest to Hike Cigarette Tax

New Hampshire legislators voted in the spring to increase the state's cigarette tax on one condition—if tobacco tax revenues didn't hit \$50 million in the quarter ending Oct. I, then they'd hike the tax.

And on Oct. 15, New Hampshire officially raised the cigarette tax from \$1.08 to \$1.33 per pack, according to a release from the Commissioner of Revenue.Tax revenue figures came up short of the \$50 million threshold and the state said at the beginning of October, revenue figures were around \$2 million short, according to *The Boston Globe*.

Budget writers in the state looked to the 25 cent increase in the cigarette tax as a way to raise extra money, according to the *Concord Monitor*.

## After 30 Years ... Sprague Still Looks at CSG's Future



When Daniel M. Sprague steps down as CSG's executive director Dec. 31, he will leave behind three decades of championing state government and its role in the federal system. He also leaves the organization in the best financial shape it has had in years. And in an interview with State News, he offers his thoughts on how CSG can help states tackle the oncoming challenges of the 21st century.

By Jack Penchoff and Mary Dusenberry



After nearly 30 years with The Council of State Governments, the past 19 years as executive director, Daniel M. Sprague has had a varied and rich legacy on which to reflect.

But when Sprague talks about his years with CSG, he doesn't see the past. Instead, he sees past achievements as the foundation that has been laid for the organization's future.

#### What of your accomplishments in the past 19 years most stands out in your mind?

"I think the core things we do have grown and matured. That would be the Toll Fellows program, the Innovations Awards and the transformation of our core products such as *State News* and *Book of the States*. They are better, more appealing and more in step with the times.

Also the introduction of the Trends mission, given our multi-branch nature ... The Trends gave us a way to not only look at the macro changes in society but the impacts that state governments were going to face. It gave us a way to package our materials and give a cutting edge feel to it.

We also really invented and grew CSG's international dimension over this period. The regions deserve a lot of credit for the provincial relationships with Canada.

We've traveled to many different countries with our leadership team and engaged the embassies more; we've recognized the global nature of our world and got CSG involved in it. Attracting the SIDO (State International Directors Organization) group to CSG was significant as well."

#### When you were selected CSG executive director, you had been CSG-WEST director for nine years. What did you bring to national headquarters from your regional post?

"Trends got its start in WESTRENDS. I didn't see a theme to our regional work. I saw we were working on different policy areas but there was no overarching theme or purpose to what we were trying to do. And knowing governments are reactive bodies that don't have a lot of time to look long-term, we could be an alert system, a lighthouse. This was particularly true because the West was the fastest growing region in the 1980s.

When we did the first WESTRENDS, I basically had to tell the policy staff in the West office who claimed to spend 80 percent of time with their policy areas. I said forget that. That broke them out of their normal world. We had a very rich advisory committee of state legislative and executive staff and private sector people to help us look at these trends.

When we did our first report, 'Ten Trends Transforming the West,' each of these trends had quantifiable measures. For every trend we had the West as a whole, as compared with the nation, and each state's comparative data. I went around to each state to host briefings for policymakers. We had a slide show presentation. People really did have a-ha moments, like they didn't know that. Some were obvious. CSG got more recognition and more media interest in that presentation than anything else we've ever done. That told me if you did it right there was going to be a lot of response. Sometimes people would strongly disagree with the trends or the data which led to other interesting discussion.

It was that sense that it could elevate the organization and engage people in another way and hook in people who were not part of CSG."

## How will identifying trends help states?

"Now it's not just what is happening in society that states are going to have to deal with, it's how states recalibrate their institution to be more aligned with these trends and to be better able to do them.

I think that's where CSG has to have its niche. It has to be a provocateur to some extent—pushing states to be transformers. It's not the only thing we should be doing."

## What other areas of CSG can help CSG fill that niche?

"Look at our Innovations work, it fits with that theme altogether.

The machinery of government has to change and the institutions have to change.

It's tough for CSG to do that because it's hard getting your message out.

We don't have a lot of evaluation about what works that we are able to control. Building allegiances with people who are actively pushing these changes in their foundations and consulting firms. (is important). We have to find better ways to elevate what we're about and do a better job of marketing—and selling why it's good. We never fully made our case on that."

#### The regions never fully embraced the Trends mission. Do you think there's a way to mesh the regional emphasis on legislative bodies and the Trends mission to push for interbranch collaboration?

"Why can't we have complementary missions instead of overlapping missions? Our audience, if we are true to Henry Toll, has to be multibranch. Trends affect all parts of state government, not just legislative. They cut across these committee structures and these agency structures and the traditional fields we've had since the 18th century. So it forces you to make a matrix out of state government instead of just having it organized by policy."

## Are there examples of this state government matrix?

"What can be done today with a more collaborative state government with new structure? Our affiliate, The National Emergency Management Association, has shown the way ... that consortium of first responders and health groups. Homeland security has really challenged us to cut across (branches of government). A comprehensive approach to aging and immigration will require those types of networks of cross resources and cross disciplines. Harvard and a lot of the business schools have curricula developed in cross-field management and interdisciplinary management and how to put teams together to achieve results rather than create departments to carry out a function because they're time limited and situational. The whole field of public administration and public management has to change so people can operate."

## Where else do you think CSG's future lies?

"The other area that has huge promise going forward is the center we created for the compacts ... CSG (is) a home, a clearinghouse and a kind of center for these multi-state agreements and contracts to better manage aspects of state government that have significant interstate implications without getting the Congress involved and taking the whole function away from us.

That's what we hope to do with the State Transformation Center ... make it a clearinghouse for these models ... (focusing on) what's being tried and looking down the road to see if it works or not.

Some of this transformation is getting enough buy-in from enough players."

#### Over the past decade, CSG has improved its financial picture and built up a reserve. How did you work to shore up the financial strength?

"I think it's several things. I think it's the growth of the Associates program, not just more members but more members engaged in their support to the policy areas, workshops and meetings.

It's the emphasis we had to have working on the grants. Our affiliates have been a great help. They've really embraced that. The National Emergency Management Association, the American Probation and Parole Association, the National Lieutenant Governors Association (and) the National Justice Center ...we've really had impressive growth in those areas.

We've gotten better in keeping the pressure on states to stay involved with CSG, although it's going to be a tough two years.

Wade (Littrell, CFO) has been very smart as we've had these good surpluses to build reserves; we've created these contingency funds to take care of the facilities and our technology so we have some flexibility."

#### You've placed a lot of emphasis on attracting good leaders for CSG. Why was that important?

"It was important to select governors into our officer track who would really be leaders for us. Mike Leavitt, Sen. Ben Nelson, Tommy Thompson, Dirk Kempthorne, Mike Huckabee ... all these governors gave a lot more strength and visibility to CSG that it didn't have before. It's helped put us on the map. Most became the chairman of NGA after they had been president of CSG. That really helped us with the private sector and visibility with the Big 7.

It's in our best interest to figure out ways to get regional and national state leaders involved. It doesn't just happen. That's why I work with the National Governors Association and our affiliate, the National Lieutenant Governors Association, because 15 percent of governors were lieutenant governors, such as our current president M. Jodi Rell and former presidents Ruth Ann Minner, Huckabee and Zell Miller.

Our Toll Fellows Leadership Program also plays an important role in attracting leaders. U.S. Transportation Secretary Mary Peters was never that involved with CSG but always remembered us because of her experience as a Toll Fellow."

## What in your opinion makes an effective state leader?

"Ones who become engaged at the regional level become aware that there are interstate connections to be made. The most effective people in their states are ones who can work across branches, work across party lines and can work across state boundaries. Those are people that have an ability to get things done regardless of what branch of government they're in. And I think they develop that culture, that sense that these are appropriate things to do in their regional or even their national associations."

## What other programs keep state officials engaged with CSG?

"Suggested State Legislation is another great program. There are so many new legislators coming in who want to grasp ideas and have something they can run with. There's those volumes that have been vetted carefully by other state officials. They can just pick it up and figure out if there's something in there that meets their agenda."



"I don't think we appreciate the incredible richness that comes with these 50 states out there, each trying to manage their own affairs and make their citizens have a better opportunity at life."

-Daniel M. Sprague, executive director The Council of State Governments

## What impact do you think CSG has on states?

"It's hard to get a simple way to explain CSG and its impacts and resources as a whole. I keep saying because it is a case where internally we feel like the whole is less than the sum of its parts, because the parts always seem to be driving us, and we keep trying to stitch them together and get the total picture.

Like the blind person touching the elephant—they know what their part feels like but have no idea what the total beast looks like.

And yet you can see the multiple impacts of CSG-related things. We need to be much stronger advocates for ourselves and we need to find new and different ways to tell our story."

#### You chair the advisory board of the University of Kentucky's Martin School of Public Policy and Administration. Do you believe that your community involvement was important for CSG?

"I think I've made a difference by getting involved with the community, getting involved with the chamber, getting involved with the university so CSG has more of an identity in our community and in our state.

It doesn't happen overnight. It's going to take my successor a while."

## What will you miss most about your years at CSG?

"I love the issues. I've always cared about the state community. I don't think we appreciate the incredible richness that comes with these 50 states out there, each trying to manage their own affairs and make their citizens have a better opportunity at life. Philosophically I was aligned with the council and its mission.

But in the end it's the people. It's the people you work with. They're internal and they're folks you meet across the country in each branch of government. And I've always enjoyed our associates as well because I think they are very interesting people who understand the world business and trade associations and how they work. They have keen insights into state government. To me they are very engaging, fun people to be around. So you miss the people.

Every day at CSG is a different day. There is a kind of richness and a variety that goes on that's very hard to find in normal life if you're teaching at a university or managing a store. You get that flow of issues and people and dynamics—it's very exhilarating. Time just goes by like a rocket.

The same qualities that frustrate you about the organization are the ones that help preserve it the best and make it hard to kill because it has so many tentacles and aspects."

#### Across from your desk is a large painting of CSG founder Henry Toll. Do you ever think about how the small association he started 75 years ago continues to this day?

"I love Henry Toll. I love the way he thought and his vision. I love having his portrait looking over at the director's chair. He's kind of saying are you keeping us on track over there or are you wandering? It's a different world today and it's the states that need to continue to be the engines of innovation."

-Jack Penchoff is CSG director of communications and senior editor of State News. Mary Branham Dusenberry is State News managing editor.



Las Vegas Sands Corp. is a proud sponsor of the CSG and would like to welcome all attendees to Omaha for the 75th annual conference.



## HAPPY ANNIVERSARY CSG!

## CONGRATULATIONS ON YOUR 75TH YEAR!



## CSG Looking Forward: Transforming Government: Washington GMAP Program Recognized

States today are facing growing calls to become more responsive to the rapidly changing environment in which they operate. Economic, demographic, societal, environmental and technological changes are threatening to overwhelm state government operations.

In response to these growing challenges The Council of State Governments has established the State Governance Transformation Center to highlight state efforts to transform outmoded agencies, operations and policies into more effective tools for addressing policy challenges of the 21st century.

CSG launched the Dr. Keon Chi State Governance Transformation Award to recognize states that develop these innovative policies. The award is named to honor the work of Chi, CSG's senior fellow who was killed in an auto accident earlier this year. The winner of the inaugural award is the Washington Government Management Accountability Performance Program, or GMAP. The award will be presented during CSG's 2008 annual meeting in Omaha, Neb.

GMAP, which won a CSG Innovations Award last year, is a management tool that relies on performance measures and a disciplined approach to executive decision-making to achieve better results. Every other week, Gov. Christine Gregoire and her leadership team meet with agency directors in GMAP forums to evaluate the results their agencies are delivering. They also have candid conversations about what is working, what is not, and how to improve results.

"We actually take action based on the results we're getting, which I think, is why we're getting better results," Larisa Benson, director of the GMAP program, said last year. "The most innovative thing we're doing is that we're doing it by results, rather than agency by agency."

GMAP started out with the governor's top priorities, and then added other policy areas as the GMAP staff expanded.

While the concept of using performance data to drive decision-making isn't new, GMAP made several changes to transform government to improve service to Washington residents. Among those changes: organizing meetings around

policy areas rather than agencies; including reports specific to policy areas as well as to state government as a whole; and committing to outreach across the state to every agency and employee.

The GMAP program is just one way in which state governments are undergoing transformation. A new report by Chi, written for the IBM Center for The Business of Government before his untimely death, offers "Four Strategies to Transform State Governance." The strategies in the report are:

- Anticipatory Governance. This refers to governing with foresight, Chi wrote. It suggests making the change from the current issues-driven government to emerging trends-oriented governance. It also suggests focusing on the longer term and strategic planning rather than making decisions based on the short term;
- *Results-Focused Governance*. This strategy, according to Chi, focuses on measurable performance rather than administrative processes. This results-oriented focus steers govern-

ment approaches to planning, budgeting, legislating, contracting, staffing, managing and rule-making.

- Collaborative Governance. This strategy calls for participating agencies or programs to work together as co-equal partners, according to Chi. It involves interagency, interbranch, interstate and intergovernmental collaboration. It also includes publicprivate partnerships, relying on optimal service delivery systems using improved information technology and communication.
- *Transparent Governance*. This strategy, Chi wrote, addresses ways state officials can be more open with their performance and more responsive to citizen demands. Chi said clearer access to legislative, administrative and judicial processes can protect fairness and ensure accountability in government.

The report, available at *http://www. businessofgovernment.org/pdfs/ChiReport.pdf*, also includes best practices and examples of use of each strategy.

#### **Adkins Named CSG Executive Director**

Former Kansas state Sen. David Adkins has been named the new executive director of The Council of State Governments.

Adkins succeeds Daniel M. Sprague, who is retiring after 29 years with CSG, the past 19 years as executive director.

CSG national chair, state Rep. Kim Koppelman of North Dakota, made the announcement Oct. 17, saying Adkins would start Nov. 3 at CSG national headquarters, based in Lexington, Ky.

"CSG is fortunate to have a person of David Adkins"

ability taking the helm as the organization's new executive director," said Koppelman. "Dan Sprague leaves big shoes to fill, but David Adkins brings excellent qualifications and experience to this critical leadership role."

Adkins will be leaving his post as vice chancellor for external affairs at the University of Kansas Medical Center to assume his new duties at CSG, which has 220 employees in Lexington, Washington, D.C., and four regional offices in Lombard, Ill., New York City, Atlanta and Sacramento, Calif.

"I believe in CSG and the power its members have to create the future America needs," Adkins said. "Through its regional structure, its multi-branch affiliations and its diverse leadership structure it has achieved a great deal in its 75 year history and I truly believe the possibilities are limitless."





## WELCOME TO OMAHA

CSG Leadership Invite You to Celebrate Our Milestone Event ... 75 years of service to the states!



Gov. M. Jodi Rell,

Connecticut



Rep. Kim Koppelman,

North Dakota



Gov. Joe Manchin III,

West Virginia

Chair-Elect

Idaho

Sen. Bart Davis,





Vice President Gov. Mike Rounds

South Dakota

Vice Chair Senate President David L. Williams, Kentucky

#### HIGHLIGHTS

#### Mortgage Meltdown: The Saga Continues

Join Michael Greenberger, former director of trading and markets at the Commodity Futures Trading Commission and currently a professor at the Maryland School of Law, to examine the origins of the subprime mortgage and housing mess. Greenberger predicted several years ago the adverse effect the mortgage mess would have on the economy.

### Canada and the USA: Partners in Job Creation and North American Security

Join the Honorable Michael Wilson, Canada's ambassador to the U.S., to hear his views on Canada's relationship with the U.S., efforts to strengthen North America and compete in a competitive global marketplace.

#### Gallup World Poll and the "Global Dream"

What is the world thinking? The renowned Gallup Organization is bringing the thoughts and actions of the world's population to life in The Gallup World Poll. Listen to findings from surveys of citizens in more than 140 countries, representing 95 percent of the world's adult population.

Innovators look for unique and original ways to drive change and global innovation, relying on an accurate understanding of the world's citizens. The World Poll is the single most accurate source of global behavioral economic data in existence today—the source necessary to drive change and create new opportunities around the world. The poll surveys global citizens about well-being, war and peace, law and order, hopes and dreams, health care, suffering and striving, personal economics, poverty, environmental issues, availability and quality of jobs, and many other economic and social issues.

#### 2008 Campaign Commentary

Nationally known columnist and commentator Mark Shields will be the keynote speaker at the CSG annual awards luncheon.



#### Gallup University Leadership Development Program

Omaha-based Gallup University is one of the world's leading providers of management education to individuals and organizations. This integrated and highly interactive program will enhance strategy and decision-making processes, and provide attendees with fresh ideas to successfully meet the challenges of leadership today ... and re-energize for the future.

#### **NEW** Concurrent Policy Breakfast Discussions

Join CSG Task Force leaders to discuss key issues impacting the states and learn how your colleagues are handling challenges in other states.

#### Friday, Dec. 5

Discuss the roles and relations between the states and the federal government in specific policy areas under the next president and Congress. Weigh in on major issues that must be addressed, specific actions you would like to see and what actions you expect to see happen in the areas of energy and environment, education, health, public safety and transportation.

#### Saturday, Dec. 6

Discuss the following "hot topics" facing states:

- Role of Oil and Gas in meeting America's Energy Needs
- School Accountability and Incentive Pay for Teachers
- Climate Change Impacts from/on Energy and Transportation
- Crime Victimization: Balancing the Needs of Crime Victims with those of Prosecutors and the Broader Criminal Justice System
- Aging and Mental Health



#### HOT TOPICS

#### Buy Now, Pay Later— Transforming Public Retirement Systems

According to the Pew Center on the States, in the next 30 years, states likely will struggle with pension plan and health care payouts approaching \$2.75 trillion—an unprecedented figure that is causing state leaders to ask tough questions regarding the viability of such pension and health care plans, reasonable alternative offerings and how to sell the continuation of such efforts to taxpayers. State policymakers need innovative tools and solutions to address the issue. Join state officials, researchers and experts from the financial sector in this interactive discussion that will seek not only to create a better understanding of the multidimensional problems, but also begin to illustrate real-world and salable solutions for helping your state weather this coming storm.

#### **Alternative Finance Options for Transportation**

With the future of federal transportation funding in question and with state budgets strained by reduced gas tax revenues and escalating road construction costs, many state officials are looking to new and innovative options to generate funds to meet America's transportation and infrastructure needs. The list includes the still experimental Vehicle Miles Traveled tax, various methods of tolling and congestion pricing as well as leasing transportation assets to private companies. A panel of national experts will review the full landscape of these revenue options.

## Evaluating State Policy Options for Mitigating CO<sub>2</sub> Emissions

States are increasingly relying on their own policies such as renewable portfolio standards and carbon caps—to manage carbon dioxide emissions. But are these policies effective and what are their potential consequences, both positive and negative? Before moving your state down this path, participate in a discussion with experts as well as share your own experiences, to learn the latest developments on these and other strategies. Task force members will also consider Suggested State Legislation and submitted policy resolutions.

#### **Paying for Education in a Lean Economy**

Rising fuel and energy costs are plaguing school system budgets nationally. In a recent survey, 99 percent of school superintendents noted that these rising costs are impacting daily activities. Additionally, they reported that conserving energy, reducing or eliminating student field trips, and consolidating or eliminating bus routes are among the top options to minimize the impact of rising fuel and energy costs. This session will address strategies explored around the country to continue effective education during difficult economic times.

#### Fighting Crime with 21st Century Tools

Technological advances have revolutionized the prevention and investigation of crimes. The task force will learn about the many ways in which the law enforcement community is using new technologies to catch criminals and manage offenders. For example, global positioning systems are now used to track repeat sex offenders and domestic violence offenders.

#### The Climate Change Debate: Differing Perspectives

Join John Christy, director of Earth System Science Center at the University of Alabama, Huntsville, for a discussion of climate change and its impacts on the states. Christy was also awarded NASA's Medal for Exceptional Scientific Achievement in 1991 and in November 2000, then-Gov. Don Siegelman appointed Christy as Alabama's State Climatologist. In January 2002, Christy was inducted as a Fellow of the American Meteorological Society.



## GUEST PROGRAMS & SPECIAL TOURS

Our Nebraska hosts have planned interesting and entertaining guest programs and special tours. Make plans now for the following and more:

- Offutt Air Force Base
- Boys Town National Headquarters
- Durham Western Heritage Museum
- Joslyn Castle and Art Museum
- Strategic Air & Space Museum

For more information on hot topics of the day, exciting plenary sessions, invaluable leadership development sessions, special tours and more, visit *www.csg.org* 











## innovations award

CSG provides insights about major trends to state officials. It also highlights state responses to these trends. Our Innovations Awards Program, now in its 23rd year, is a key component of both endeavors. We invite your agency or department to apply for a 2009 award.

Qualified programs must address an issue under one of the following categories and related subcategories:

- Infrastructure and Economic Development: Business/Commerce; International Trade; Transportation
- Government Operations: Administration; Elections; Public Information; Revenue
- Health and Human Services: Aging; Children and Families; Health Services; Housing; Human Services
- Human Resources/Education: Education; Labor; Management; Training and Development; Personnel; Workforce Development
- Natural Resources: Agriculture; Energy; Environmental Protection; Natural Resources; Parks and Recreation; Water Resources
- Public Safety/Corrections: Corrections; Courts; Criminal Justice; Drugs; Emergency Management; State Security; Public Safety

Regional panels of state officials review the applications and determine the Innovations Award winners.

Download an application: www.csg.org/programs/innov/apply.aspx Contact: Nancy J. Vickers, nvickers@csg.org, (859) 244-8105

deadline March 2, 2009

## innovations award()

#### Alabama Combines High-Tech Images with Valuable Data By Mikel Chavers

After Hurricane Katrina hit the Alabama coastline in 2005, the state couldn't get its hands on imagery that showed what the coast looked like before the storm. Without the necessary images to compare and assess the damage, Alabama was in a tight spot.

"And so the governor said, 'hey look, time out, you know we've got a lot of counties that pay a lot of money to fly and collect imagery...but then when we have a big event like a Katrina and need to see that imagery we can't get it. We've got to do better than that," said Jim Walker, director of the Alabama Department of Homeland Security.

So Gov. Bob Riley charged Walker and his department with solving the problem.

The images were out there, they were just scattered among the many state and local agencies. Walker set out to convince state and local groups to share their costly images. But in order to share that valuable information, Walker needed a program that was accessible and easy to use—something everyone could agree on and benefit from.

That answer came in August 2006 with the first phase of the new statewide program known as **Virtual Alabama**. The state bought an inexpensive license with Google Earth and with the Google platform, launched a way to allow every state official access to images of the entire state. The program is one of eight national winners of a CSG Innovations Award.

The images Alabama was stockpiling in the program are similar to satellite images found on Google Earth—only much better. Because most counties and regions pay to have aircraft fly over the area with special

After Hurricane Katrina hit high-tech cameras, the images e Alabama coastline in 2005, on Virtual Alabama are sharp and more detailed, boasting a higher resolution.

"For instance with a satellite, you may be able to determine that that's a building. But if you fly over in an aircraft you may be able to see a truck beside that building and you may be able to see a tire inside the back of the truck," said Norven Goddard, assistant director of science and technology for the state, on loan from the U.S. Army's Space and Missile Defense Command in Huntsville, Ala.

Virtual Alabama not only gives access to high-technology images, the program also stockpiles layers of useful data from just about every state and local agency.

By typing an address in Virtual Alabama, users can compile separate layers of information on top of a house or building. They can route power lines, water lines and gas lines. They can locate sex offenders in the area, the churches and median housing income to name a few, Walker said. All those layers of information are shared by the corresponding state or local agency that collects them and are all available on Virtual Alabama.

"And so you start thinking of ways to make government more efficient, because you populate some of this data and with a click of a button it's accessible to you," Walker said. "In state government oftentimes it would take hours, days, weeks of work to go find a piece of information. But once it's been loaded, it's there for you very quickly so you're starting to make government more efficient."

And the information is powerful. When tornadoes passed



through Alabama in February, the state instructed the civil air patrol to fly the path of the tornado to take pictures of all the damage, Walker said.

Those images are compared to the shots already available on Virtual Alabama. "It's irrefutable what happened in our state," Walker said. "It took all the guesswork out of disaster declarations."

That's because the state's revenue commissioners are populating land parcel information on top of the image—who owns the house and how much it appraised for—so the damage toll can be taken.

"You think of a layer of information that would be useful to you and it would probably be useful to somebody else—so what we've done in Alabama is we've now gone beyond homeland security and we've reached out to every cabinet agency," Walker said.

- With Virtual Alabama, the state avoided paying more than \$40 million for brand-new imagery, according to Jim Walker, director of the Alabama Department of Homeland Security. Instead, collecting all the state and local images already available proved a cheaper alternative—the Google Earth program license cost just less than \$150,000.
- The program has vans equipped with special radios that can communicate across department lines as well as special cameras and the latest connectivity equipment to communicate and send information to the Virtual Alabama database.
- As of May, the program had more than 3,000 state government users and imagery from all 67 state regions in the program.

#### Georgia Hotline Brings All-Hours Help to Mental Health By Mikel Chavers

a day, seven days a week Georgia Crisis and Access Line and Jana Pruett, a licensed clinician, answered.

On the line was a woman hotline. who was very depressed. She had her entire supply of psychiatric medication with her. Her husband and child were out at the pool and she was alone and feeling suicidal.

Pruett could hear the desperation in the woman's voice. While talking with the woman, trying various methods to help her, Pruett looked up the woman's address in the white pages. At some point the woman hung up and Pruett called right back. The woman had taken all her pills; she had overdosed.

Pruett immediately dispatched emergency services to the woman and stayed with her on the phone. "I stayed and tried to keep her as awake as I could," she said.

The paramedics got there just as the woman was beginning to lose consciousnessbut they got there just in time to save her life. Pruett said.

That's just one miracle of the Georgia Crisis and Access Line, the special hotline created by Georgia's Division of Mental Health, Developmental Disabilities and Addictive Diseases. It serves Georgia's mental health customers and helps a stigmatized audience navigate the complicated world of getting help. The service is one of eight national winners of a CSG Innovations Award.

Before the statewide hotline came along, those looking for mental health help had to wade through layers of bureaucracy and agency lingo. People had to know what community service board served their

A call came into the 24 hours area and had to call one of 25 phone numbers to access help. That was not an easy task, said Gwendolyn Skinner, director of the division that runs the

> "And so what happens as a result of that is that people were going into crisis and the only place that they would show up would be in emergency rooms or local law enforcement would be called because you would have some domestic issues," she said.

But crisis intervention is a real-time business.

Those 25 phone numbers were often unreliable, said David Covington, CEO and partner of Behavioral Health Link, the company that Georgia contracts with for the special hotline.

"You had a lot of difficulty having 24/7 reliable access," he said. "During business hours you could probably reach someone, but again it wasn't going to be a clinician answering the phone in most of the areas of the state. And after hours there was extreme variability in being able to reach anyone."

But what's more, once a customer reached the right person, the wait times for an appointment were often frustratingpatients could wait anywhere from three weeks to three months in some areas, Covington said.

The new hotline changed all that. And not without some high-tech tools-this isn't the typical call center.

Counselors and clinicians have the ability to schedule real-time appointments for callers-callers are never put on hold. That's because the crisis line works with the state's mental health providers



A worker with the Georgia Crisis and Access Line is busy answering calls.

to allot appointment slots just for callers.

Workers like Pruett can easily access all the providers available to each caller through a database—and those are listed in order of closest, fastest and best quality. That information pops up on Pruett's computer screen.

on the phone and really connect with that person when you've got all that stuff already taken care of and it's on the screen easy to navigate," Pruett said. Then I can focus on really connecting with that person and collaborate with them and not just seem like I'm going through a list of 20 questions."

"It makes it really easy to sit

- Three out of four callers are seeking help for themselves or for a loved one. One in four callers are professionals such as law enforcement officers, schools, community mental health providers and faith-based leaders.
- A typical call lasts on average seven minutes—however, a mental health emergency call just "takes as long as it takes," said David Covington, CEO and partner of Behavioral Health Link. Those types of calls can take anywhere from 30 minutes to three hours, he said.
- The Georgia Crisis and Access Line saved the state \$12.5 million by referring callers to appropriate community resources, which helped to avoid unneccesary hospital emergency room trips.

## Arizona Training Program Ensures Consistency, Cuts Costs

By Mary Branham Dusenberry

Facing a \$2 billion budget and shortfall, Arizona Gov. Janet Napolitano was looking for changes to make state government more efficient.

One area where state officials found savings was Arizona Government University, which was established in 2003 but underwent changes in 2005 to improve the effectiveness and efficiency of state employee training.

When Joellyn Pollock became director of AZGU-as it's known in Arizona—all nine large state agencies each had a designated training leader and all had previously agreed to a it improve the performance of specific curriculum for classes. many of which were duplicative across agencies. A uniform curriculum didn't happen.

So Napolitano signed an executive order establishing a governing board for AZGU that developed plans for services, for centralizing the training system and for funding the program, according to Pollock. The revamped AZGU, which is one of eight national winners of CSG Innovations Awards, started with 19 classes, which replaced the duplicated training offered in individual agencies. It has grown to include classes that all agencies might need.

Eliminating training duplication wasn't the only goal of AZGU; Pollock said the training was in desperate need of an update.

"The training was not structurally sound. Some of it was old," she said. "Everything had to be redone, updated, so that's what we spent 2005 doing." AZGU also conducted a needs analysis of leadership development in state agencies.

Of course, some training remains with individual agencies

departments. Technical training germane to a specific agency is still taught by an expert in that agency.

"We always focus in whatever we're doing on 'are there people in every agency that need something like this?" Pollock said.

Sometimes, the push for classes begins in one agency and could offer benefits to others, she said. For instance, a workflow change in the registrar of contractors revealed a need for a keyboarding class. AZGU found that several agencies could also use such a class.

"That's always a marker: 'Will employees across the enterprise and is it cost-efficient?' because we're all about efficiencies." Pollock said.

In addition to creating more efficiency, larger classes create a better learning environment.

"A lot of times we don't have the volumes that create a good learning environment," she said. "If two or three people are in the class you don't get the same energy or input and ideas and sharing as you do when you have 10 or 12."

But getting that many people in need of the same type of training together can sometimes be difficult, especially since 60 percent of state employees work in Phoenix, another 20 percent work in Tucson, and the rest are scattered around the state, according to Pollock.

AZGU addresses that problem by offering classes via Ilink, where employees take the training via computer at their desk, according to Pollock. That cuts the travel cost for agencies with employees in far-flung areas of the state, but still provides interaction with the trainer and classmates.



Training for Arizona State Employees are offered through Arizona Government University

"We're just thrilled that we're able to offer to people in outlying areas that we haven't been able to reach in the past," said Pollock.

But success didn't come without protest. While eliminating duplication obviously saved time and ensured conformity in training, some agencies were hesitant to endorse AZGU. That attitude is slowly changing, according to Pollock.

Employees who had participated in training, however, began to talk about how good and useful the training was. Now, any training program offered by AZGU is exclusive to the program. That eliminated "the most vicious and insidious costs," when an employee transferred to another agency, according to Pollock. Those employees didn't have to retake the same training

in the new agency.

Funding for AZGU comes from three sources:

- agency payments of \$8 per employee at the beginning of the fiscal year to develop curriculum and updates;
- training delivery fees starting at \$10.50 per hour for each employee who takes training; and
- money from the human resources arm of state government, which is required by law to fund training.

Pollock is pleased with the growth and success of AZGU, and said the program can be easily replicated in other states.

"We always have room for improvement and things continue to change," said Pollock. "But I can tell you that our training is structurally sound. It's updated. Things are consistent."

- The initial budget for AZGU in 2005 when the program was revamped was \$1.2 million.
- AZGU courses are developed in a competency-based structure, and trainees are asked to give feedback after taking courses.
- AZGU training is provided by experts in the field to ensure quality and consistency across curriculum.



#### Online Dashboard Adds Transparency to Washington Transportation Projects By Mary Branham Dusenberry

Just a few years ago, Washington state Sen. Mary Margaret Haugen wanted to do away with the state's Transportation Improvement Board.

"There was a huge backlog of projects that never got completed, so they had all this money in essence just sitting there, not working," she said. "The money was given out without any accountability."

The Transportation Improvement Board, known as TIB in Washington, is a small state agency that funds and administers local transportation projects with cities and counties throughout the state. In 2001, it had 976 approved projects pending, but only enough funding for 550 of them.

"There was a lack of accountability. You couldn't really identify what the project would be," Haugen said. "The city would come in and say 'we have this wonderful project,' and there was no way to really track what the project was or how the money was spent."

So Haugen, chair of the Senate Transportation Committee, wanted to shut down TIB and absorb it into the state Transportation Cabinet.

A lot has changed since then. Haugen is now one of TIB's biggest supporters, and she attributes that to a new executive director, Stevan Gorcester, and a new **Dashboard Management System** that offers the transparency for not only project funding but also for project development. The system is one of eight national winners of CSG Innovations Awards.

Gorcester brought that innovation to the agency, which was fraught with problems when he arrived.

"There wasn't the kind of fi-

nancial control that's necessary in an agency that at the time was giving out about \$10 million a month," Gorcester said. "I found out on the fourth day we couldn't pay anybody for five months."

The performance management program he developed the Dashboard—was aimed at not only helping the program recover but also to ensure problems wouldn't reoccur. Here's how it works: Information from the agency is fed into a data warehouse and is then instantly converted into easily read charts and posted to the TIB Web site at *http://www.tib.wa.gov/performance/Dashboard/.* 

The Dashboard, which began internally, was initially about 25 Web pages deep, Gorcester said. It is used to develop performance and financial reports for the board, which can help board members make better policy decisions. The program went live externally in May, allowing public access.

Gorcester said every Washington resident won't need all the information on the Dashboard, but when it comes to projects that affect them, individuals are keenly interested.

"Our system is not something the average citizen would use every day," he said. Instead, Washington's cities and counties, as well as state legislators, may use it regularly. But, Gorcester added, "the average citizen would need it when they have an interest in a project one way or another and they want to find out what's going on."

The site includes a compendium of photos, maps, details and progress of each project.

"What we intended was to make sure that our board knew what was going on with the programs, projects and money



Stevan Gorcester, executive director for the Washington state Transportation Improvement Board, explained how the Dashboard Management System works to the Innovations Committee at the CSG-WEST annual meeting in July. Photo by Mary Dusenberry

so they would be empowered to make business decisions that were in turn sustainable and would strengthen the agency rather than overallocate the funds," he said. "It's gone so far beyond that."

Gorcester said the dashboard system is easily transferable to other agencies and states. In fact, Washington state officials are looking at a statewide program based on the Dashboard, according to Gorcester, who has traveled around the country to explain the system.

His primary advice is that anyone looking to adopt a similar monitoring system should not overlook the need for good data.

"This type of work perfor-

mance management starts with good quality data that's accurate and warehoused well," he said. "People don't treat the data sometimes as a work effort in and of itself."

It's important to begin such a system with a data readiness assessment, determining the status of the data, where it's housed, whether it's accurate and whether it's sufficient for what is being monitored. Then an agency or state would need to decide on a single database that can be used to produce the dashboard system.

The system, Haugen said, addresses one key need: "Transparency is absolutely something we have to have in government today," she said.

- Washington's Dashboard Management System cost \$40,000 in new equipment and approximately 400 staff hours, including training, to become fully operational.
- Annual operational costs are less than \$50,000, depending on upgrades and the amount of time spent on new projects.
- The Transportation Improvement Board is funded by 3 cents per gallon portion of Washington's state gas tax; that revenue totaled \$185 million in 2007.

## DelaWELL Keeps Delaware Budget, Employees in Good Shape

#### By Mary Branham Dusenberry

Susan Graham had been on every diet imaginable, but she was still packing nearly 200 pounds on her 5-foot-6-inch frame around this time last year.

"I'd have goals and I'd want to exercise when I got home, but time was just never there," said Graham, who works in the Delaware Economic Development Office, "because I put everyone else first."

Then came **DelaWELL**, an innovative Delaware program aimed at improving the health of the state's employees, retirees and their families. The program is one of eight winners of CSG's 2008 Innovations Awards.

"It's not rocket science," said Jennifer "JJ" Davis, director of the state's Office of Management and Budget, which runs the program. "It's a relatively straightforward way to implement wellness in your health care program that has tangible results.

Finding those tangible results-including saving money for the state while improving the health of its work forcewas a challenge issued to Davis' office by Gov. Ruth Ann Minner. But DelaWELL answers the challenge by assessing health risks and providing personalized strategies to help Delaware state employees and their families address specific health care needs. DelaWELL also offers participants online resources and tips for health care.

What started as a small pilot project with only 100 participants, has quickly grown to nearly 68,000 participants as it has evolved with the needs of members, according to Davis.

"We really went on a grass-

roots campaign, talking to people and saying 'what would engage you in your health care?" Davis said.

One answer they found most often was education. "(Participants) really needed to know about their own biometrics," Davis said.

And DelaWELL makes it easier for participants to learn that information about themselves. Biometric health screenings are done onsite at many state offices, and workers have the opportunity to participate in wellness activities. Last spring, Davis said, DelaWELL held a run/walk event and had to turn people away.

"We thought we wouldn't get more than 50 people to do the run/walk, and we had to shut down registration when we hit 600," she said.

Part of the reason for the success of the program may be the incentives offered by the program—those who participate in a health risk assessment and biometric screening receive a \$100 pre-tax bonus, for instance—but part of it may also be the motivation provided through e-mails and information about health care.

At least that was the case for Graham.

"I think to be successful, you have to have daily affirmations ... the daily reminders of what health really means, and you have to be accepting of it," said Graham, who has lost 59 pounds since she began the program last November.

And, Graham said, it doesn't hurt to be competitive, like with the Governor's Challenge and the Lieutenant Governor's Challenge. The competition in the run/walks, she said, was a source of motivation. "It was exciting to



DelaWELL participants race in one of the program's run/walk events.

say I ran my mile and a half today, or I ran my two miles today. I'm a very competitive person by nature, and that helped motivate me," she said.

She's not alone.

The DelaWELL Web site www.delawell.delaware.gov is filled with testimonials, and the results can be seen easily in how the program has grown.

Davis said DelaWELL promised that any savings in health care costs would be put back into the program. That promise was fulfilled, in one way, with the addition of Weight Watchers in February. Since that program was launched, participants have lost more than 7,000 pounds collectively as of September, according to Davis.

Individual employees aren't the only winners. The state has kept health care costs flat for three years. And Davis said people are more engaged—they are absent less and are more productive.

She said the program has been replicated in the private sector, and could easily be adopted by other states.

"Investing in health care before you really need it seems like an unusual investment, particularly in tight budget times," Davis said. "For us, it just makes sense and now we can demonstrate how it makes sense."

- Delaware state employees receive a \$100 pre-tax incentive paycheck bonus when they attend a biometric screening and complete a health risk assessment through DelaWELL.
- DelaWELL offers employees the opportunity to monitor their health online; the agency contracts with an outside vendor to provide those services.
- DelaWELL is funded by the State Employee Benefits Committee, which approved a \$1.4 million budget, plus \$500,000 for incentives, over a two-year period.



#### Research Model Provides Objective Data for Pennsylvania Corrections By Mary Branham Dusenberry

Pennsylvania corrections officials wanted to know if the drug treatment programs in state prisons were working.

So they teamed up with Wayne Welsh of Temple University to find out. The results: The state's therapeutic communities, which then operated at seven facilities, were successful. So successful, in fact, that the state added 20 more such programs.

"Right now, we're in a position where we'll have a therapeutic community in every institution," said Kathy Gnall, deputy secretary for re-entry and specialized programs in the Pennsylvania Department of Corrections. "That's a direct result of the research findings that showed we were making a marked difference in terms of outcomes.

"Had it not been for that study, I don't know that we would be in a position where we could have requested expansion," she said.

It was that empirical evidence that showed the need for program expansion. The research was considered even more objective because it came from an independent researcher, Gnall said.

The way Pennsylvania's corrections department handles research ensures extra objectivity, according to Gary Zajac, chief of research and evaluation for the department.

"When an agency evaluates its own programs, it can be open to criticism that it was trying to make its own program look good," said Zajac. "By working with an external partner, particularly when that partner is independently funded by a third party, that promotes the credibility of the research because that partner is not beholding to us for money.

"They've got the expertise and objectivity to come in and basically tell it to us like it is."

The state's **Program Evalua**tion Research System—one of eight national winners of a CSG Innovations Award—brings together university-based researchers and third-party funders to conduct studies needed by the corrections department, according to Zajac. Pennsylvania, unlike many states, has a fairly large research staff, but it still can't conduct all the evaluations the department needs.

Here's how it works: The department identifies its needs for program evaluation, then identifies an outside expert to conduct the evaluation. After forming a research partnership, the department works with that partner to develop an evaluation plan. The research partner applies for a grant from a third-party funder to conduct the evaluation. The department typically uses the results to make decisions about the program.

For some, like the drug treatment program, the department's work is lauded and the program is expanded. Others, such as a long-distance dads program for inmates, are discontinued after researchers determined the program was ineffective.

Research at state agencies isn't new, but this strategy is very different than the traditional formula. Under that formula, researchers submit a proposal and ask for support from the corrections department, Welsh, of Temple, said. The proposal is then submitted for funding, and if funding is obtained, researchers ask the department for access to subjects.

"Typically, that kind of for-



mat addresses the needs of the researchers much more than the needs of departments," Welsh said. "In the more traditional model, the department really has little say in what kind of research needs to get done and what kinds of studies get done."

Working cooperatively from the beginning, the needs of both the researchers and departments are met. "I think it benefits both parties because we do research that is relevant," Welsh said. "If it's relevant to the department, it's probably relevant to other researchers and professionals who work in the field as well."

And the department gets information on its programs to determine how best to spend its state allocations. "In these tougher and tougher economic times, it becomes more and more important to be able to justify your budget expenditures and requests based on hard evidence," Gnall said.

"Government is about making choices," she said. If you want to be in the mix to have your needs funded, you have to have hard evidence that they work."

Zajac and Gnall said the research model used in Pennsylvania could be easily replicated across departments and in other states. But, Zajac said, it's important to make sure the agency is open to the research and making changes.

"There isn't any reason that most agencies can't do it," he said. "The real thing is wanting to do it."

- Pennsylvania's research model—Program Evaluation Research System—provides external expertise at little cost to the state agency.
- Findings from evaluations conducted through the program influence program planning, policymaking and decisionmaking.
- The program received nearly \$3 million in research money from third-party funders, and several new grants are being prepared.

#### Expert Witnesses in Michigan's Courtroom Go High-Tech By Mikel Chavers

Two toxicologists were waiting in line in early October to give their expert testimony for one court, which is about eight hours away from their homebase state crime lab in Lansing, Mich.

Instead of driving there, waiting at the courthouse, giving their short testimony then driving the eight hours back, the expert witnesses simply waited their turn right in their office and prepared to testify in court via video conference.

And those 16 hours driving time they saved were precious. Instead of spending time away from the office where caseloads continuously pile up, the toxicologists were able to continue working right up to the time they needed to testify.

That's the beauty of the **Video Testimony Project**, which allows Michigan's forensic experts to testify in court using video conferencing technology. The project involves experts in all seven of the state's forensic labs to use the technology in partnership with more than 50 courts in the state. The project is one of eight national winners of a CSG Innovations Award.

The project started in December 2005 because courtroom testimony obligations were really taking a toll on forensic analysts' productivity. They'd make the drive to the court-often a long drive, especially if the court was in the northern peninsula of Michigan-and sit and wait to give their expert testimony. What's worse is that sometimes after the travel and the waiting, the court proceeding would get delayed or cancelled and the analyst either didn't testify or had to come back on a later date to testify, according to Greg Michaud, the project manager.

The hardest-hit for court testimonies is the state's toxicology division. That unit handles all drunken driving cases in Michigan and, on average, toxicologists from the state crime lab give expert testimony nearly 250 times a year, according to the Innovations Award application. That's quite a caseload on these forensic experts, Michaud said. He estimated on a heavy day, they handle 85 to 100 blood alcohol tests coming in the lab's front doors.

Michaud also estimates that 20 percent to 25 percent of all the drunken drivers in the state each day or night get their blood drawn—and that blood goes directly to the lab for testing.

So the more these experts are away, the more their caseload piles up. The toxicology unit typically has a four-month backlog, Michaud said.

And that is precisely the reason the program first started with the toxicology unit, Michaud said.

"This is a really heavy burdens unit when it comes to doing analysis work when you're talking about the entire state of Michigan and all the law enforcement agencies submitting their blood alcohols," he said. "They get called to court an awful lot."

A few years ago after Michigan's blood alcohol limit decreased from 0.1 to 0.08, the caseloads started to balloon. "We had to find some way to become more efficient—try to cut the costs somehow," he said.

So in January 2006, state law was amended to allow for video testimony for expert forensic witnesses. And even though the pilot phase began with just the Lansing lab and about a dozen courts, this summer all seven of



A Michigan toxicologist waits to testify in court via video conference in October.

the state's crime labs were outfitted with video conferencing capabilities.

The project has been slowgoing so far due in part to the time it took to test the technology as well as work out all the kinks. But the other reason for the lag is due in part to the stipulation by law that both defense and prosecuting attorneys have to agree to use the video conferencing capabilities for testimonies from state expert witnesses. "We've got to get over that hurdle," Michaud said.

The hope is to amend the stipulations so that just one attorney can call for an expert witness video testimony.

But even with those supposed hurdles, courts in the upper peninsula of the state see the real benefits of the program.

"They can see the bigger picture," Michaud said. "What they see is a quicker turnaround time on other cases waiting back at the lab."

- Initial startup costs for the program were \$28,661, including a brand new mobile plasma video conferencing system and two desktop video conferencing system for the Lansing, Mich., laboratory. Remaining equipment cost \$150,000.
- The state received two grants to fund the program—one from the Office of Highway and Safety Planning and a grant for \$150,000 from the National Institute of Justice Coverdell Grant program.
- So far, the program has 15 to 20 video conference testimonies under its belt, saving the state time and money.

## MIDWEST

## South Dakota DUI Offenders Get Sober

By Mikel Chavers

In South Dakota, locking up repeat DUI offenders was the only way the state could keep them sober—but that just wasn't working.

In the state, three DUIs accumulated over a 10-year period is a felony.

That offender will probably get arrested five or six times before he or she gets the third DUI charge, said South Dakota Attorney General Larry Long. These people most likely have been on probation a few times and have been sent to treatment a few times, he said.

"And finally the judge is going to get sick of him after the third offense or perhaps the fourth offense, and send him to the penitentiary," Long said.

It was the same story for drug offenses. By and large, these people end up doing short prison sentences and even shorter spasms of treatment, Long said.

Last year, 87 percent of men and 91 percent of women who entered the South Dakota Department of Corrections had a diagnosed alcohol or drug addiction, Long said. On any given day, 15 percent of the people behind bars in the state are there on felony drunken driving charges, according to Long.

"Alcohol addiction and drug addiction drives the criminal justice system," Long said. "The one that is most consistent and most popular is alcohol."

But the state's **24/7 Sobriety Program**—one of eight national winners of a CSG Innovations Award—is changing business as usual in South Dakota. Now repeat DUI offenders, in order to satisfy parole requirements, must show up at their local jail every morning and every evening—7 a.m. and 7 p.m.—to blow into a breathalyzer. They must stay sober or go to jail.

If they pass, they go about their normal day. If they fail, they go directly to jail, conveniently located right around the corner. If they don't show up for the breathalyzer test, law enforcement picks them up at home and takes them to jail. The enforcement mechanism that was missing was set in place.

"Our court system really grabbed a hold of it," said Pennington County Sheriff Don Holloway. "It gives the court some confidence level that people are not drinking to the extent where there would be a DUI."

But it's also keeping people sober for longer than they've ever been, Long said. A 30year-old participated in the program at the beginning in February 2005 and had been arrested for his seventh DUI, Long said. So they tried him out on the new 24/7 Sobriety Program. The program was the only thing keeping the man from the penitentiary, according to Long.

"He drove a bicycle to and from the test site twice a day for 10 months," Long said. "And then he went into treatment, got out of treatment and he is still sober to this day."

Some people in the program are middle-aged and had been drinking since age 15. State officials could see physical changes in people after two or three months of sobriety. "Their color changes, their weight changes—they become different people," Long said.

The program began in the mid-1980s in Bennett County, where Long was a local prosecutor. He was young and new on the job and eventually it dawned



on him—"we were prosecuting the same people time after time for a variety of sins but the one common denominator was it was all alcohol related," Long said of those days.

"Whether it was drunk driving or spouse abuse or burglary or a theft or a forgery or rape

or (aggravated) assault—it was all alcohol related. There was virtually nothing that we prosecuted of any significance that was not alcohol related."

The issue has always been how to keep these people sober.

So far, this new program has been working, Long said.

- A DUI offender pays \$1 each time he or she comes in to take the breathalyzer test. "It's cheaper for him to stay sober and pay us two bucks a day than any other scenario for him," said South Dakota Attorney General Larry Long, adding that it's much cheaper for the state and the offender than going to jail.
- Urinalysis testing for drugs is administered twice a week with the same program and costs participants \$5 each visit.
- Half the counties in South Dakota don't have a jail. In those counties special battery operated bracelets work like a breathalyzer machine, transferring the offender's information to the parole officer or the sheriff.

## INNOVATIONS AWARDS Finalists by Region

### EAST

- Delaware Employment Link (DEL)
- Delaware's DelaWELL
- Massachusetts' Community Based Housing Program
- Massachusetts' Enterprise Invoice and Service Management (EIM/ESM Service)
- New York's NY-ALERT
- Pennsylvania's Early Intervention Program
- Pennsylvania's Industry Partnership Development and Training
- Pennsylvania's Injury Reporting and Intervention System (PIRIS)
- Pennsylvania's Integrated Children's Services
- Pennsylvania's Program Evaluation Research System (PERS)
- Rhode Island's Immunize for Life Adult Influenza Immunization Initiative

## MIDWEST

- Michigan's Building Operations and Energy Management Network (BOEMN)
- Michigan eLibrary Catalog (MeLCat)
- Michigan's Energy Purchasing Cooperative Program
- Michigan Prisoner ReEntry Initiative (MPRI)
- Michigan's Video Testimony Project
- Minnesota's Drive to Excellence
- Minnesota's Learning Enrichment Activities Program (LEAP)
- Minnesota's Long-Term Care Choices Navigator
- South Dakota's Dakota Roots
- South Dakota 24/7 Sobriety Program

### SOUTH

- Alabama's Lease Search
- Virtual Alabama
- Florida Department of Health's County Health Department Performance Improvement Process
- Florida Medicaid Choice Counseling Program
- Florida's MyFloridaMarketPlace
- Georgia Crisis and Access Line (GCAL)
- Kentucky's Social Worker Pilot Project
- Louisiana's LHFA Insurance Offset Program
- Maryland's Adopting a New Strategy for Ecological Targeting, Ranking and Implementation of Land Conservation
- North Carolina's Upgrade and Save: Heat Pumps in Manufactured Homes
- Oklahoma's Central District Community Corrections Diversion Project

### WEST

- Arizona Government University (AZGU)
- Hawaii's Energy for Tomorrow
- Montana's Temporary Registration Permit Service
- Washington's Full Transparency in Government TIB Dashboard Management System
- Washington's Unclaimed Property E-Claim System
- Wyoming's Helping Families Succeed





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## DARK DAYS AT SCHOL

**By Tim Weldon** 

EMERGENCY EXIT

Some States Allow School Districts to Shorten Week to Cut Costs

Local school districts in some states are dealing with escalating costs and decreasing state funding. In the face of those challenges, some states are allowing greater flexibility for school districts to adopt innovative approaches for greater efficiency. The hallmark of those approaches is the four-day school week. School districts across the country are moving to shortened weeks to save money, and some states such as Maine are pondering changing state laws to allow it. Unlike the vast majority of schools around the country, you won't hear the customary school noises on Monday mornings in Webster County, Ky. No banging lockers. No echoes of students stomping through the hallways between classes. No teachers instructing their students.

Most Mondays in this western Kentucky school district are an extension of the weekend for the district's 2,000 students. Here for the past five years a typical school week runs from Tuesday through Friday.

Although abbreviated school weeks in the U.S. date back at least to the early 1970s, more school districts have expressed an interest in adopting alternative calendars in recent months. Those districts are primarily in isolated, rural counties, where the cost of transporting students is disproportionately high. According to a study by the National School Boards Association, an estimated 100 school districts in 17 states have adopted four-day school weeks. Five years ago, schools in just nine states had condensed their school weeks to four days. Clearly, the soaring cost of energy is igniting interest in shorter school weeks, experts say.

However, student transportation costs played little role in Webster County's decision. At the time it reduced its number of instructional days in 2003, diesel fuel cost the district less than \$1 a gallon, according to Superintendent James Kemp. Nevertheless, the district faced a projected \$350,000 shortfall, and Kemp recalls local school leaders faced a choice of cutting the school week or slashing either programs or personnel—perhaps both—to balance its budget.

## Shortened Week Pays Dividends for Kentucky District

Webster County opted for a modified version of the four-day school week,



"We haven't shortchanged the students or the community in any manner. We've just found a way to use their money more judiciously."

— James Kemp, superintendent Webster County, Ky., Schools

under which schools are in session nine Mondays during the current school year mostly in April and May to allow students to prepare for and take the state achievement tests.

The school calendar in Webster County includes just 165 instructional days this year, fewer than the 177 days at most Kentucky schools. Each school day is lengthened by less than half an hour to compensate for the loss of instructional days. Kentucky law gives school districts the option of providing at least 1,050 hours of instructional time as an alternative to the 177 instructional day requirement. During its first year, the four-day schedule saved Webster County schools more than \$250,000, according to Kemp. That figure is expected to grow this year to more than \$300,000. In addition to savings from fuel costs, the district spends less money to heat and cool school buildings, hire substitute teachers and pay salaries for classified staff, such as custodians, cooks and bus drivers. However, Kemp said most classified staff received pay raises to compensate for loss of salary from shortened work weeks.

"We haven't shortchanged the students or the community in any manner," Kemp Social studies teacher Bev Hart explained a lesson to students at Webster County, Ky., High School. (left)

Between classes, students packed the school's hallways, much like other high schools around the country. However, unlike most schools, they receive extended weekends most weeks, attending classes Tuesdays through Fridays to cut costs. (center)



insists. "We've just found a way to use their money more judiciously."

School leaders in Webster County have redirected the savings from the four-day week into a variety of programs, most notably full-day kindergarten, something Kemp said his district could not have afforded with a traditional five-day schedule.

In addition to saving money, Kemp touts other benefits of the four-day school week, including higher attendance, increased morale and better performance on state achievement tests. Before the fourday school week, Webster County ranked 115th among Kentucky's 174 districts on state test scores. Last year, the district improved to 61st. Kemp credits the calendar changes as one factor for Webster County's improvement.

"We would never have had the monetary or time resources to do anything (to increase test scores)," he said. Kemp explains that by condensing the school calendar by one day each week and making better use of instructional time, the district removed wasted time from the school day and created an infrastructure for greater efficiency. Teachers meet each Monday for professional development and planning, and students are able to use Mondays to complete projects and prepare for classes.

Students and teachers alike give the four-day calendar high marks.

Trevor Turner, a senior, uses his extra day off each week to complete homework assignments and to practice tennis.

"It makes the week seem so much short-

er," he said. "You might get a little more homework during the weekend, but you have that extra day to do it."

Another senior, Kirstie Jones, agreed. "It helps me do projects and get organized. It seems with a four-day week, that school flies by," she said.

Kemp insists one of the keys to the success of the four-day week in Webster County was involving students, teachers and parents in the decision-making process. "You want (them) as stakeholders," he said.

#### Other Districts Fall In Line

Colorado and New Mexico account for more than half of the school districts currently using a four-day school schedule. However, districts in other states are also jumping on the bandwagon.

This year marked the beginning of a four-day school week in the MACCRAY district in rural western Minnesota. The district is a consolidation of three communities. With only about 700 students in grades K–12 living within 350 square miles of the schools, school transportation costs were creating an enormous financial strain on the school system. Last year, the expense of heating school buildings and transporting students increased \$200,000 over the previous year, according to Superintendent Greg Schmidt. "We're just not big enough to be able to absorb that," he explained.

Compounding matters, the district's general fund budget was reduced by \$750,000 in the 2007–2008 school

year—an 11 percent cut—and by another \$300,000 this year.

Like Webster County, the MACCRAY district operates a modified four-day calendar, with school scheduled on nine Mondays during the school year. Although the school year was condensed by 23 days compared to the 2007-08 school year, the district increased the length of the school day with no loss in instructional time, according to Schmidt.

The White Pine School District in Nevada began operating a four-day calendar at one K-12 school three years ago. Now facing rising student transportation costs and a 14 percent cut in state funding, the White Pine district is considering expanding the four-day week to include all schools in the district next year.

Students in the eastern Nevada district currently ride buses to schools as far as 75 miles away each day. Traveling to sporting events on Fridays can easily take most of a day, according to Superintendent Bob Dolezal. He said closing schools on Fridays would allow students to travel to ballgames on the road without having to miss instructional time. He adds that since the school in Lund, Nev., began operating only four days each week, student attendance has increased by 40 percent and teacher attendance by 50 percent.

School districts frequently are constrained by state laws that require a minimum number of instructional days. Schools that have moved to a four-day school week are located in states that allow a minimum number of instructional



hours-not days-or that provide waivers for districts wanting to initiate four-day school weeks.

Webster County, Ky., is just one example of a school district that under state law was allowed to make the switch to the four-day school week.

Other states are considering more flexible state laws with an eye to how the state's local school districts can use that flexibility to save time and money.

Under current law, schools in Maine are required to offer at least 175 instructional days per year. However, State Sen. Nancy Sullivan announced plans to introduce legislation to change the requirement to a minimum number of hours instead, opening the door for four-day school weeks in that state.

In New York, Assemblyman Peter Rivera has proposed legislation that would require school districts to develop plans for a four-day week, though it wouldn't require districts to adopt those plans. Other states are reportedly examining whether to alter school calendar laws to allow districts to adopt four-day school weeks.

#### Potential Challenges

The movement toward a four-day week is slowed in many places due to a variety of concerns. Among the most frequently cited criticisms:

- A four-day school week may cause child care difficulties for some working parents;
- Some educators are concerned that the four-day week may seem incon-

more time in school;

- In some districts, teacher contracts may have to be restructured; and
- Attending school for a longer school day may be difficult for some students, particularly those who are younger or have special needs.

Concerns like that come from Tamara Huey, a mother of a 5-year-old in the Hazleton Area School District in Pennsylvania. She is leading a campaign to stop the district from adopting a four-day calendar, which she asserts will result in school days that are too long to hold children's attention.

"I have a kindergartener and I already struggle with the concept of full-day kindergarten," she explained. "Increasing the school day from six hours to seven and a half or eight hours for a 5-year-old seems absurd." Huey said she believes high school students would have difficulty adapting to longer school days, which also would cut down on time for jobs and sports.

In gearing up for a possible fight over four-day school weeks in Maine, Sullivan, the state senator, acknowledged that some parents are concerned about increased child care costs or perhaps added challenges for sports teams that practice after school. However, the middle school teacher countered, "I'm tired of the tail wagging the dog. We should be about educating."

Dolezal said some concerns parents had in his Nevada school district, such as

sistent with a growing demand for increased child care costs, did not materialize. "People find solutions for (child care)," he said.

> Schmidt acknowledges school districts that typically engage in "hostile negotiations" with unions might face special challenges in adopting a four-day school week. Although teachers and principals are unionized in the MACCRAY school district, Schmidt said no problems surfaced with either union when his district adopted a four-day school week.

> In at least one case, creating a four-day school week led to unforeseen problems. In October 2005, Jackson County Public Schools in Kentucky initiated a four-day week hoping to reduce operating expenses. However, because a large percentage of students qualified for free and reduced lunches, some of those students might not have been able to eat breakfast or lunch on Fridays when they weren't in school. The school district decided to transport those students and feed them during off days. Consequently, local officials discovered they were not saving as much money as they had expected and abandoned the four-day week just three months after creating it.

> Months into its own four-day calendar, Schmidt says he doesn't expect anything happening that would cause MACCRAY schools to shift its course. "I don't see us going back unless the wheels fall off the wagon somehow," he said.

-Tim Weldon is an education policy analyst with The Council of State Governments.

#### Partnerships with the Philanthropic Community Can Help States Leverage Resources

As states work to deal with the current financial crisis, partnering with foundations may be a way to further innovative programs that otherwise would be underfunded or unfunded. The approach in Michigan proved successful.

#### **By Ericka Harney**

A FIRM TION A FIRM TION For Programs

> Times are tough for states these days. A floundering national economy, combined with declining revenues in the states, has put a new onus on officials to be creative to finance even the most necessary programs.

Michigan found an answer to that challenge.

The state has been working for five years with philanthropic foundations to address needs in criminal justice, education, economic development and others. In fact, the governor's office houses the Office of Foundation Liaison whose mission is to identify and broker strategic partnerships between the state and foundations aimed at policy reforms to improve the lives of Michigan residents.

Michigan's special foundation liaison unlike legislators who often may not know the interests of hundreds of foundations knows the particular philanthropic interests of the foundations in the state. The liaison is able to match foundations' interest with desired outcomes of state pro-

grams, helping each to serve Michigan residents.

In many states, that bridge is missing.

But in Michigan, it's alive and well.

"The Office of Foundation Liaison is a recognized leader in the effort to energize Michigan's economic competitiveness," said David Egner, chair of the foundation liaison's advisory committee and president of the Hudson-Webber Foundation, an organization dedicated to improving the quality of life in the Detroit metro community.

According to the liaison's office, foundations invested more than \$45 million since 2003 in initiatives designed to help increase Michigan's economic competitiveness through reforms in areas such K–16 education, economic development, health, early childhood development and land use.

As it turns out, some foundation interests just happen to be aiming for the same types of outcomes as state programs.

Take the Michigan Prisoner Re-Entry Initiative as an example. Michigan's foun-



dation liaison was able to identify various foundations in the state and nationally that had an interest in exactly the issues the initiative was aiming to solve—justice issues such as helping prisoners get jobs and lead productive lives while lowering recidivism rates.

The liaison was able to broker a collaborative public-private partnership involving the state program and foundations such as the New York-based JEHT Foundation, the Michigan-based Grand Rapids Community Foundation and the Hudson-Webber Foundation. Put simply, the Office of Foundation Liaison made sure foundations with the same interests were at the table—an innovative approach.

And the combination of the state program and philanthropic dollars is paying off. The program saved the state's Department of Corrections \$9 million in the first year alone. And, according to the liaison's office, recidivism rates have dropped from 48 percent to 26 percent during the first 24 months.

"We are particularly pleased with our community foundations (which) have worked well with our Department of Corrections on re-entry, with the assistance of the JEHT Foundation out of New York, who has provided a challenge grant to them," said Karen Aldridge-Eason, Michigan's foundation liaison.

#### Michigan on the Cutting Edge

Many believe those kind of results just weren't possible without the involvement

of foundations and the efforts of the Office of Foundation Liaison.

The foundation community initially financed two staff members in the foundation liaison office, but the state was supposed to take over expenses after two and a half years. Five years into the program, that hasn't happened.

But that isn't necessarily a negative. Michigan's foundation liaison said it keeps the office separate from politics.

"The funding wasn't there to take over another state office and second, as we developed the office and watched how it was operating and functioning, we recognized the advantages to keeping the office neutral and not be financially bound to an administration," Aldridge-Eason said.

Even without state funding, the office has gained financial support from the foundation community, with the number of funders up to 15 from the initial six. But the state hasn't received this office as an outright gift from the foundation community.

The state provides the office space as well as a 10 percent cash-match contribution, said Aldridge-Eason. That contribution is a form of commitment to the office and is the state's "way of expressing that even in tight financial times, the office was important to them," she said.

An advisory committee serves as the office's governing body, another unique quality, and the office also has a fiscal agent, the Council of Michigan Foundations. Members of the advisory committee come from the governor's office, the Council of Michigan Foundations and nine other state and national foundations.

"I think one of the things in Michigan that has benefited us is that we have such a long history of being involved in public policy and working state government that we were ... well-known," said Robert Collier, CEO of the Council of Michigan Foundations. "... But in most states, the regional associations (of grant-makers and) philanthropy is not that visible."

#### Strategic Partnerships Branch Out Among all Sectors

Michigan's success with foundations has gained attention from other states. Wisconsin and Florida are looking at similar foundation liaison positions, while cities such as Newark, N.J., and Oakland, Calif., have been successful in securing such positions to work with their mayor's offices.

Many believe that the time is right for such partnerships. The use of foundation funds for more collaborative efforts, the rise of the philanthropic sector and cuts in state funding have created a perfect storm for efforts like the Michigan Office of Foundation Liaison, some say. While state government has been working with private industry for years, there isn't as much history of state government working with the philanthropic community.

"State government can become a key partner in growing philanthropy's role in making their state a better place," said Steve Gunderson, CEO at the Council on Foundations, a Washington, D.C.-based nonprofit membership organization. "It begins with the tax, economic and regulatory environments that will grow philanthropy in their state. It continues with partnerships focused on providing the capacity to convert existing resources into philanthropic resources ... (then) it is in creating partnerships that engage the philanthropic, public and private sectors in collaborative efforts addressing common challenges facing society."

Gunderson said as state budgets flounder, strategic partnerships around the issues will become even more important. According to the Center on Budget and Policy Priorities, 30 states have budget gaps during the 2009 fiscal year, leaving many direct services either unfunded or underfunded.

"Whether in education, environmental protection, economic development, work force training, education scholarships or arts and recreation, there are countless ways that philanthropy and the state can partner," Gunderson said. "Invite philanthropy to the table. Look for ways to design steps that might best be funded by different sectors. Then build the public, private and philanthropic partnership that will produce new outcomes."

#### Philanthropy's Economic Impact and Risk-Taking

And, the philanthropic community may be better financially equipped to step up where help is needed.

Philanthropy is growing dramatically in the U.S. According to Gunderson, philanthropic assets have nearly doubled in the past decade, from \$330 billion to \$614 billion, and annual giving has nearly tripled, from \$16 billion to \$43 billion.

The amount of wealth expected to be expended into public programs is staggering and state officials "... don't always equate the doing good with economic impact," said Collier.

A report by Boston College Center on Wealth and Philanthropy shows that by the middle of the century, the United States should expect to see a \$41 trillion transfer of wealth from one generation to the next, and an estimated \$6 trillion will be given to philanthropy. The Council on Foundations estimates that under normal investment and payout protocols, grantmaking could exceed \$500 billion a year.

And that could be good for states.

"Particularly for special projects or demonstrations ... where you aren't ready to bring it to the legislature, you can use the nonprofit sector as your pilot partner," Aldridge-Eason said. "And for them it is an excellent opportunity to look at improving their practices and their performance so it is a win-win for everyone."

But states need to keep in mind that risk is part of the game for the philanthropic sector, according to Gunderson.

"It is important to remember that foundations by their nature are meant to be innovative," he said. "Philanthropy can and should take risks. It should and will fail in some of these risks. While that is something states cannot do with public dollars, they should celebrate the ability of philanthropy to fund projects that would not meet the state's criteria."

-Ericka Harney is the fund development coordinator at The Council of State Governments.

#### HEALTH SYSTEM RANKINGS

Name	Location	Overall Rank
ALEGENT HEALTH	OMAHA, NE	1
Mayo Foundation	Rochester, MN	2
Memorial Healthcare System	Hollywood, FL	3
Partners HealthCare System	Boston, MA	4
Baylor Health Care System	Dallas, TX	5
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### WORKING WITH FOUNDATIONS AND NONPROFITS

As more of the country's economic power comes into the philanthropic sector, it is increasingly important for state officials to understand the types of organizations that compose the sector and could potentially work with state government. Here are the basics about foundations and nonprofits.

#### **Types of Nonprofit Organizations**

- **Private Foundations**—These are typically created by families and are called family foundations when the board of directors is composed of family members. When the majority of the board is no longer family members, it becomes an independent foundation.
- Community Foundations—According to the Council on Foundations, more than 700 community foundations operate in the U.S. Communities served may range from small towns and cities to entire states. These foundations are generally interested in community building and providing community leadership.
- Operating Foundations—These foundations raise money and then grant those funds to organizations carrying out projects that fall under the foundations interest areas.
- Public Charities—These organizations typically serve the public through services and programs and typically receive funding from other nonprofit foundations.

#### Lobbying vs. Advocacy

Direct lobbying is communication with a legislator expressing a view about specific legislation. Grassroots lobbying is described as communication with the public expressing a view about specific legislation that includes a call to action (i.e. call or e-mail your senator or representative).

Advocacy's purpose, however, is to influence people's opinions or actions on matters of public policy or concern. This usually takes the form of advancing an idea or arguing a position by presenting relevant information.

#### Which organizations can participate in lobbying?

Public charities may participate in a limited amount of lobbying. The amount depends on the size of the organization and their adopted governing rules.

Private and operating foundations cannot participate in lobbying but can provide general support to charities who do participate in lobbying activities. Community foundations are not referenced in the tax code but should consult legal counsel before embarking on lobbying efforts.

All foundations, however, can participate in as many advocacy efforts as they wish. It is important to note that social welfare organizations, unions and trade associations, which have different tax designations, can participate in an unlimited amount of lobbying.

Source: Council on Foundations

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## PRESSING ISSUES

### CSG Reports Offer Solutions for State Government

#### By Meggan Taylor Trevey



For years, The Council of State Governments has tracked economic, social and political trends for state government officials. And through its Trends in America reports, CSG has identified 10 of the most pressing issues facing state government officials today:

- *Population:* The changing demographics of America, including the growing aging and immigrant populations
- *Economy:* The increasing pressures on the middle class, including the widening income gap and decreasing economic mobility
- *Environment:* The climate change crisis and a continuously growing need for more natural resources
- *Health:* How preventive care trends often save money in a health care system in which Americans either are not covered or are paying more but getting less care
- *Technology:* The tech revolution that is bolstering our economy and making our governments more efficient, but leaving some behind in the widening digital divide
- Globalization: Global economic transformation in which the West is no longer solely dominant and global economies are now intricately interwoven
- *Education:* An education system in which American students are left behind in global academic achievement measures and higher education is becoming less affordable
- *Infrastructure:* The crumbling critical infrastructure that will take nearly a \$2 trillion investment and more than five years to repair
- Public Safety: Increasing crime rates and a national security strategy focused largely on international rather than domestic issues
- *Federalism:* Governing power that has shifted from states to the federal government in the

form of more mandates at a time when federal aid to states is decreasing

From these top 10 trends, CSG focused most of its recent attention on issue briefs and reports that highlight some of these problems and describe examples of state efforts to alleviate them:

#### Water Quality

When it comes to water quality issues, states struggle not only with a lack of federal funding, but also with finding approaches that address the many and varied sources that contaminate the nation's water. This issue brief explores three solutions states use to solve water quality problems: interstate cooperation, cap-and-trade credit systems and agricultural environmental management strategies.

#### **STEM Education**

Science, technology, engineering and math or STEM—education is the backbone of U.S. innovation, and yet American student achievement in these subjects has not kept pace with the rest of the world. This issue brief highlights the critical need for better educational alignment from pre-kindergarten to college, as well as improved teacher quality and increased funding for STEM specific programs from all levels of government.

#### **Housing Woes**

One in nearly 200 homes received a foreclosure filing in the first quarter of 2008, and for the first time in 40 years, the national median price of a single-family home dropped in 2007. The housing crisis and slumping economy will have far-reaching impacts for states. In this issue brief, CSG explores how states are taking action to help shape the oversight and regulation of mortgage lending practices.

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#### **Public Transportation**

Americans took more than 10 billion trips on public transportation in 2007—the highest public transit ridership levels in 50 years. In fact, with gas prices continuing to hover near record levels, more Americans are turning to public transit. This issue brief explores how states are shoring up their public transportation systems and how financing these systems could be problematic in the future.

#### Long-Term Care

Record growth in the U.S. aging population is creating greater demand for long-term health care services and spurring states and communities to develop new innovative strategies to address the growing needs of seniors. In this policy brief, CSG focuses on the growing popularity of home- and community-based care versus more traditional nursing home care for seniors.

#### Health IT

State governments are increasingly concluding that the electronic exchange of health information holds the potential to enhance efficiency, improve the quality of health care and save lives. In the first of a series of Trends in America Special Reports, CSG examines state initiatives on health IT, along with the critical roles of the federal government and private sector in implementation, financing and administration.

#### imprementation, maneing and administration

#### Trends in America: Pressing Issues

In the coming months, CSG will release several more issue briefs and reports, including:

- *Early Childhood Education*—a Trends in America Special Report that focuses on financing and structure of pre-kindergarten programs in the U.S.
- Middle Class Issues—an issue brief examining exactly how the current financial crisis affects the average Joe
- Identity Crime—a Trends in America Special Report that educates state lawmakers about the types of identity crime as well as solutions to the growing problem
- Renewable Portfolio Standards— a look at the effects on states of laws that require renewable energy sources supply a certain percentage of retail electricity
- *Health Disparities*—an issue brief that focuses on how health outcomes differ for people in different socioeconomic and racial groups in the U.S.

To read the Trends in America publications, please visit www.trendsinamerica.org.

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## csgspotlight Lt. Governors Campaign to Combat Chronic Illnesses



Oklahoma Lt. Gov. Jari Askins joined Monroe Nichols of the Tulsa, Okla., Mayor's office and Coaches Corey Russell of Central High School and Tony Peters of Nathan Hale High School to launch Winning with Asthma for Oklahoma coaches. Tulsa is 2008's second-worst city in America for those suffering from asthma, according to a study by the Asthma and Allergy Foundation of America.

Lieutenant governors are leading the way to help combat chronic illnesses and their associated costs through two new national educational campaigns. Chronic illnesses such as asthma and cardiovascular disease continue to be a major cost driver in state budgets.

Lieutenant governors in eight states are conducting the "Winning With Asthma" program, which is designed to educate high school coaches and health professionals about the risks and signs of asthma for high school students. State officials in Oklahoma, Tennessee, Arkansas, Missouri, Maryland, Nevada and New York are spreading the word about

the Web site, www.winningwithasthma.org. Coaches and physical education teachers can log in and complete a free 30-minute asthma education program to help in working with students.

Lieutenant governors are also promoting healthier lifestyles through the "Your Heart, Your Hands" campaign. The campaign promotes cardiovascular awareness by educating about risk factors such as high cholesterol, high blood pressure, diabetes, obesity, smoking and atherosclerosis. The campaign highlights nutrition, fitness and the importance of healthy choices.

In addition, the Web site for the Lieutenant Governors' Challenge allows individuals to set goals and track progress for dietary intake and physical activity. State officials in Alabama, Kentucky, Virginia, Nebraska, Colorado, Arizona, South Carolina, New Mexico, Alaska and Iowa are promoting the Web site.

These programs continue the National Lieutenant Governors Association work on chronic illness care and are administered with support from AstraZeneca.

## CSG Internship Program Recognized



left, presents the award to CSG staff member Cynthia Nwachukwu, who supervises the Washington, D.C., internship program for

The Council of State Governments Washington, D.C., office and three affiliate groups were recognized recently by The Washington Center for Internships and Academic Seminars. CSG, the National Association of State Treasurers, the National Emergency Management Association and the Midwest Governors Association were presented the Professional Achievement Recognition Award during an awards luncheon. CSG is "a phenomenal internship that takes leadership and professional development to a new level," said Chris Mason, student life adviser for multicultural, disability and career services at The Washington Center.

## Nov. 15 is National Adoption Day

In just one day 850 children enter the foster care system because of abuse or neglect, according to Congressional Coalition on Adoption Institute. In a week, 4,250 children find themselves on the beginning of their journey through the system, and 70,000 children will call this system home for more than five years. In fact, 26,000 young adults will leave the system having never had a permanent family.

National Adoption Day is a collective national effort to raise awareness of the

129,000 children in foster care in the states waiting to find permanent, loving families. On Nov. 15 thousands of children will join the more than 20,000 children and youth who have been adopted on National Adoption Day. Last year, more than 330 communities across America came together to aid in adoptions.

State government officials can get involved in National Adoption Day by writing letters to courts in their states encouraging their participation in the special day; issuing National Adoption Day proclamations; writing letters to be read at National Adoption Day celebrations congratulating new adoptive parents and adoptees; or by personally attending events or engaging the media about the issue.

For more information about National Adoption Day, visit www.nationaladoptionday.org, or contact Emily Collins at the Congressional Coalition on Adoption Institute for information at emily@ccainstitute. org or (202) 544-8500.

## Border Legislators from Mexico, U.S. Discuss Top Issues



Border legislators from the U.S. and Canada openly discussed common binational concerns including public safety, economic competitiveness, agriculture and managing climate variability along the border region in The Council of State Governments 18th Border Legislative Conference in Santa Monica, Calif.

The conference, held Sept. 25-27, also

included a session aimed at examining legislative institutions along the U.S.– Mexico border region, including how term limits, changing job pressures and continuous campaigning have affected legislative leadership.

Border legislators from nine of the 10 U.S.-Mexico border states along with members of Mexico's Federal Congress adopted a declaration that, among other things, encourages both countries' federal and state authorities to maintain cooperation on efforts in combating organized crime and enhancing the security of the border region.

Declarations were also adopted promoting the development of joint, binational commissions to address human trafficking, encouraging private and public sector utilities to invest in energy conservation and efficiencies, and encouraging longterm planning regarding water resources and policies as they are affected by climate change.

Participating legislators also adopted a memorial resolution in honor of Carlos Marin and Arturo Herrera Solis, the U.S. and Mexico commissioners of the International Boundary and Water Commission, who tragically died Sept. 15. The men died after the four-passenger Cessna they were flying crashed into a Mexican mountain range, according to the *El Paso Times*. They flew from El Paso to survey flooding in the area, according to the newspaper.

Diputado Francisco Cantu Torres of Nuevo Leon rotated to the position of chair and California Sen. Denise Moreno Ducheny was elected vice chair by U.S. members.

The Border Legislative Conference Santa Monica declaration is available at *www. borderlegislators.org.* For more information, contact Edgar Ruiz, program director, at (916) 553-4423 or *eruiz@csg.org.* 

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## conferencecalendar

This calendar lists meetings as designated by CSG's Annual Meeting Committee. For details of a meeting, call the number listed. "CSG/" denotes affiliate organizations of CSG. Visit *www.csg.org* for updates and more extensive listings.

#### November 2008

Nov. 13–16 National Hispanic Caucus of State Legislators (NHCSL) Meeting—NHCSL's 6th National Summit of Hispanic State Legislators—Las Vegas, NV—Hotel Bellagio Las Vegas. Contact Rhina Villatoro at (202) 434-8070 or *rhina@nhcsl.org* 

#### December 2008

- Dec. 2–3 CSG "Buy Now, Pay Later: Transforming Public Pension Systems" National Policy Forum— Omaha, NE. Hilton Omaha and Hilton Carden Inn Omaha/Downtown Old Market Area. Contact Amy Vandervort-Clark at (859) 244-8013 or *aclark@csg.org*.
- Dec. 3–4 Midwest Interstate Passenger Rail Commission— Omaha, NE—Hilton Omaha and Hilton Garden Inn Omaha/Downtown Old Market Area. Contact Laura Kliewer at (630) 925-1922 or *Ikliewer@csg.org.*
- Dec. 3–7 CSG 75th Anniversary Celebration—Annual Conference—Omaha, NE—Hilton Omaha and Hilton Garden Inn Omaha/Downtown Old Market Area. Contact registration at (800) 800-1910 or registration@csg.org.
- Dec. 8–11 National Association of State Treasurers (NAST) Treasury Management Conference & Exposition—Addison, TX—InterContinental Hotel Dallas. Contact Adnée Hamilton at (859) 244-8174 or *ahamilton@csg.org.*
- Dec. 11–14 CSG/Eastern Regional Conference Executive Committee Meeting—St. Thomas, U.S.V.I.—The Frenchman's Reef Marriott Hotel. Contact Michelle Shiwamber at (646)383-5728 or mschiwamber@csg.org.

#### January 2009

Jan. 23–25 National Association of State Personnel Executives (NASPE) Mid-Year Meeting—Washington, DC—Embassy Suites Hotel. Contact Jessica Ruble at (859) 244-8179 or jruble@csg.org.

#### February 2009

Feb. 8–11 CSG/American Probation and Parole Association (APPA) Winter Training Institute—Myrtle Beach, SC—Embassy Suites Hotel at Kingston Plantation. Contact registration at (859) 244-8204 or *kchappell@csg.org.Visit www.appa-net.org.* 

#### March 2009

March 8–11 National Association of State Treasurers (NAST) Legislative Conference—Washington, DC—Willard InterContinental Hotel. Contact Adnée Hamilton at (859) 244-8174 or *ahamilton@csg.org*. Other meetings have value to state officials. Purchase a meeting listing by calling (800) 800-1910 or by e-mailing *sales@csg. org.* Announce your meetings to thousands in the state government market through an advertisement or a Web listing.

#### May 2009

- May 12–15 National Association of State Treasurers (NAST) Treasury Management Conference & Exposition—Atlanta, GA—Marriott Marquis Hotel. Contact Adnée Hamilton at (859) 244-8174 or *ahamilton@csg.org.*
- May 16–19 CSG 2009 Spring Conference—Coeur d' Alene, ID. Contact registration at (800) 800-1910 or registration@csg.org.

#### July 2009

- July 10–14 CSG/Midwestern Legislative Conference—15th Annual Bowhay Institute for Legislative Leadership Development (BILLD)—Madison, WI—Fluno Center of Executive Education—Contact Laura Tomaka at (630) 925-1922 or *Itomaka@csg.org.*
- July 11–15 National Association of State Personnel Executives Annual Meeting—Park City, UT—Park City Marriott. Contact Jessica Ruble at (859) 244-8179 or *jruble@csg.org.*

#### August 2009

- Aug. 2–5 **CSG/Eastern Regional Conference 49th Annual Meeting and Regional Policy Forum**—Burlington, VT—Vermont at the Hilton Hotel. Contact Pamela Stanley at (212) 482-2320 or *pstanley@csg.org*.
- Aug. 9–12 **CSG/Midwestern Legislative Conference—64th AnnualMeeting**—OverlandPark,KS.ContactCindy Andrews at (630) 925-1922 or *candrews@csg.org*, or visit *www.csgmidwest.org* for more information.
- Aug. 15–19 **CSG/Southern Legislative Conference—63rd Annual Meeting**—Winston-Salem, NC. Contact Elizabeth Lewis at (404) 633-1866 or visit *www.slcatlanta.org* for additional information.
- Aug. 22–24 CSG/Southern Governors' Association (SGA) Annual Meeting—Williamsburg, VA. Contact Liz Purdy Porter at (202) 624-5897 or sga@sso.org.
- Aug. 23–26 CSG/American Probation and Parole Association (APPA) 34th Annual Training Institute— Anaheim, CA—Hilton Anaheim. Contact registration at (859) 244-8204 or kchappell@csg.org.Visit www.appa-net.org.
- Aug. 30–Sept. 2 National Association of State Treasurers (NAST) Annual Conference—Dana Point, CA—St. Regis Monarch Beach. Contact Adnée Hamilton at (859) 244-8174 or *ahamilton@csg.org.*

#### October 2009

Oct. 5–8 **CSG-WEST Annual Meeting**—Santa Fe, NM. Contact Cheryl Duvauchelle or Lolita Urrutia at (916) 533-4423 or csgw@csg.org. Although the federal government tends to get more attention, state officials are often on the front lines of cutting-edge trends and issues. On the other hand, sometimes in the community of state governments, the more things change, the more they stay the same.

In print since 1958, *State News* (formerly *State Government News*) has chronicled many of the changes ... and continuities. Here's what we reported on:

#### 40 years ago—December 1968 Estimating Costs of Medicaid

The State-Federal Task Force on Costs of Medical Assistance and Public Assistance in 1968 proposed a comprehensive system of estimating, monitoring and trends reporting for public assistance and medical programs, according to an article in the December 1968 *State Government News*.

The report of the task force called for greater participation of both federal and state government in the process of estimating costs, planning programs and evaluating those programs. The report proposed to link more closely the preparation of budgets by states and territories with that of the federal government. Plans were to establish a time-phased system for sharing statefederal budgetary information and cost implications of legislative changes at both levels.

#### 25 years ago—November 1983 Changing of the Guard

The November 1983 issue of *State Government News* included an article that presented highlights of an interview with the new executive director, Carl Stenberg. Stenberg took the helm of CSG during its 50th anniversary celebration and stressed the need to continue the core services to the states: research, information and technical assistance. He said the regional base underscores the diversity of the country and allows CSG to better serve its members.

"States want and need to know what their neighbors are doing," Stenberg told the magazine. And CSG fills that need.

"Our job is to heighten awareness as to the nature of a problem, the ways in which the problem has been or can be addressed, and discern the effects of different policy objectives," Stenberg said. "But it's really up to state officials to take this information and apply it."

#### Update:

CSG's core values have remained at the center of the organization's mission. Executive Director Dan Sprague, who is retiring at the end of this year, recently discussed the accomplishments and goals of his 19 years as the national headquarters leader in an interview with State News. Read what he had to say in the article on page 11. Stenberg, a professor for the School of Government at the University of North Carolina, now serves on the advisory board for CSG's State Governance Transformation Initiative and is the contact person for the initative's new award, released in this issue, for transforming state government.

CSG welcomes its new executive director in November: former Kansas state Sen. David Adkins.

#### 10 years ago—December 1998 EMAC Continues to Help in Disasters

Hurricane Georges left a path of devastation when it struck the Mid-Atlantic region in September 1998. After hitting Puerto Rico and the Caribbean, the storm was on a path toward Florida.

Officials knew they needed to evacuate special needs patients in the Florida Keys, and they knew it could be difficult because of patients' medical conditions and the lack of access limited to a single highway, according to a article in the December 1998 *State Government News*. It was the same situation as six years earlier when Hurricane Andrew ravaged the state.

But this time, state officials were ready. Under the new Emergency Management Assistance Compact—approved by Congress in 1996—Florida officials contacted counterparts in North Carolina to utilize that state's special aircraft for medical evacuations, according to the article.

Richard J. Dieffenbach, then a policy analyst for the National Emergency Management Association, which administers the compact, wrote that such a fast and effective rescue might not have been possible without EMAC. In 1998, 23 states and Puerto Rico were members of the Emergency Management Assistance Compact.

#### Update:

EMAC continues to serve states in times of disaster, and has grown to include all 50 states, Washington, D.C., Puerto Rico, Guam and the U.S. Virgin Islands today.

In 2004, EMAC deployed more than 800 state and local personnel from 38 states, including one nonmember state, California, during the response to hurricanes Charley, Frances, Ivan and Jeanne. The cost was approximately \$15 million in personnel, equipment, and National Guard expenditures.

NEMA in 2004 developed the National Intrastate Mutual Aid Legislation to more fully develop mutual aid within a state for local jurisdictions. Read more about these intrastate agreements in the October 2008 State News.

In 2005, EMAC member states deployed 65,929 personnel in response to hurricanes Katrina and Rita to Louisiana, Mississippi, Texas, Alabama and Florida.

For more information on the compact, visit http://www.emacweb.org/





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