

# PERSPECTIVES 2015-2016

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The Council of State Governments  
Eastern Regional Conference



A portrait of Wendell Hannaford, a middle-aged man with glasses, wearing a dark suit, white shirt, and yellow tie. He is standing in front of a blurred cityscape.

## From the Director

**A**s *Washington Post* columnist Eugene Robinson introduced a panel discussion on “Race, Diversity, and the New America” at the CSG/ERC Annual Meeting in Wilmington, Delaware, he told the audience that “it’s amazing we even have to talk about the new realities in America at this point in 2015.” “But,” he added, “we do.” Indeed, just over 50 years after the Voting Rights Act was signed, the recent death of Freddie Gray and a host of other racially charged incidents have made it clear that we must continue to engage one another in a collective conversation about race, in all its complexity; and ERC is committed to being a forum for that dialogue.

The riots this summer in Baltimore and in Ferguson, Missouri, and the racial tensions at universities across the United States, are stark reminders that when we don’t talk about the issues that divide us as a community or society, those problems get worse. A CBS News/*New York Times* poll from May 2015 found that 61 percent of Americans now say race relations in this country are “bad,” up 23 points from earlier in the year. This was the highest percentage of respondents with a negative outlook since 1992.

In cities like Baltimore, race is seen as a key issue in the discussion about the relationship between the police and local citizens. Maryland Senate Majority Leader Catherine Pugh, one of the speakers on the panel in Wilmington, noted that the racial composition of the state police force is not representative of the population as a whole: 83 percent of the Maryland state police force is white, while nearly 50 percent of the state’s residents are people of color. “There is a growing disconnect between the police and citizens,” Pugh said. In

years past, officers more regularly interacted with the communities they served. “Twenty to thirty years ago, citizens knew their police officers,” she added.

This suggests to me that although many things divide us—politically, economically, and culturally—bridging those divisions requires meeting face to face, having discussions like the one in Wilmington, and listening to people with backgrounds and perspectives that are different from our own. The value of becoming a more diverse society is only realized if we embrace that diversity, acknowledge we are different, and engage in the personal conversations that can lead to creative public-policy solutions to the challenges we face.

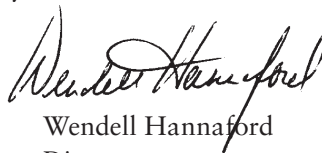
In this digital age, in which texting, email, and blogs have crowded out true conversation, there is a danger that we have all become more disconnected.

For busy elected officials, it can be challenging to find the time to attend a conference like the ERC Annual Meeting. However, given the current polarized political environment in Washington, D.C., joining conversations like the panel on race and diversity that ERC facilitated in Wilmington is essential to forging the consensus needed in so many areas to move our states and communities forward.

Though there are no easy solutions to addressing the complex issues raised by the events in Ferguson or Baltimore or in many other communities, ERC has an important role to play in providing the safe spaces for face-to-face conversations among state leaders. I firmly believe that without these conversations, we have little hope of addressing these issues in any comprehensive, effective way in the future.

To all who attended the ERC’s 56th Annual Meeting and Leadership Forum, I want to thank you for sharing your ideas on how we can benefit from our growing diversity, foster more productive and inclusive workplaces, and build more competitive local and state economies so that all our citizens have an opportunity to succeed. I can think of no more important conversation to have.

I look forward to continuing that conversation with you.

A handwritten signature in black ink, reading "Wendell Hannaford".

Wendell Hannaford  
Director



## Creating Policy Solutions

Since 1933, state officials have turned to The Council of State Governments (CSG) as an impartial source of research and information to help them meet the challenge of governing.

CSG, headquartered in Lexington, Kentucky, has four regional offices in the East, Midwest, South and West.

CSG's Eastern Regional Conference (CSG/ERC) has been located in New York City since 1937. Our team of experienced policy staff support legislative, judicial and executive-branch officials from our 18 member jurisdictions in areas relating to agriculture, criminal justice, U.S./Canada relations, education, energy and environment, fiscal affairs, health, international trade and transportation.

CSG/ERC facilitates the exchange of ideas among its regional policy committees, promotes networking among members, and conducts fact-based research and analysis to help shape effective public policy.

We also conduct leadership training programs and advocate on the federal level for programs and policies beneficial to our region.

CSG/ERC is here for you. Call, email or visit us online at [www.csg-erc.org](http://www.csg-erc.org).

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Photo courtesy of Amtrak

## Transportation: Supporting a Robust Future for Passenger Rail

CSG/ERC members touring Amtrak's maintenance facility in Bear, Delaware.

Imagine the following scenario: The car you drive every day is the same vehicle you purchased new in the showroom back in 1974, just after receiving your first big paycheck. That car is the American Motor Company (AMC) Hornet, the twentieth top-selling American car of 1974. You've worked hard to keep the family Hornet going over the last four decades, but it has become increasingly difficult to find replacement parts, especially since 1987, when AMC went out of business and was absorbed by Chrysler. In fact, you've had to resort to remanufacturing most of the parts to keep the car running.

This scenario would be unimaginable for most American drivers, who purchased around 16 million new vehicles in 2014. But when it comes to passenger rail, the comparison is not so far off.

Amtrak, also known as "America's Railroad," transports more than 30 million people annually, and the majority of them ride in passenger cars that were first

manufactured in 1974, during the Hornet's heyday. The cars were made by the Budd Company, which closed its doors in 1987, the same year that AMC ceased to exist. But unlike the Hornet, the bulk of those early railcars are still in use today, thanks to the skilled mechanics who regularly remanufacture the 2,000 parts that comprise the cars. They operate in three major maintenance shops located in Delaware and Indiana. There are also 12 terminals and maintenance yards in nine other states across the country.

In August 2015, during the CSG/ERC Annual Meeting in Wilmington, Delaware, CSG/ERC staff organized a tour of one of the facilities, located in the town of Bear, in the northern part of the state. The visit offered a clear view of an issue that has concerned policymakers for years: the pressing need for increased investment in our passenger rail system. It also revealed Amtrak's ability to do more with less.

Amtrak is a publicly funded railroad that was created



in 1971. It serves 500 destinations in the United States and Canada and has some 20,000 employees. Despite attracting record ridership in recent years, particularly on its profitable Northeast Corridor routes, support from Congress has been shrinking: Amtrak requested \$1.62 billion for fiscal year 2015, but Congress approved \$1.39 billion. Looking ahead to fiscal year 2016, the U.S. House Appropriations Committee has approved a transportation spending bill that cuts funding to \$1.14 billion.

CSG/ERC has long advocated for increased funding for Amtrak through the annual appropriations process, while also calling for long-term authorization legislation, which would establish long-term passenger rail policies and likely provide some funding stability. The last year Congress passed a bill authorizing passenger rail programs was 2008. CSG/ERC has also called for a dedicated source of funding for Amtrak and intercity passenger rail.

For states in the Northeast, ensuring a healthy future for a robust rail service is an economic imperative. Starting in 2008, 15 states, including several in the Northeast, agreed to pool support for routes that traverse their borders and enhance shared services such as commuter rail. Both freight and passenger rail are vital transportation alternatives to congested highways, especially along the Northeast Corridor, which runs through CSG/ERC member states. The railroad moves key goods across the region, and supports the rail manufacturing and supply industry that provides critical equipment and services.

During the Annual Meeting, the CSG/ERC Transportation Committee approved a resolution that expressed support for long-term federal surface transportation policy, including Amtrak and intercity passenger

rail. The resolution reaffirms the assistance that states such as Vermont are contributing to keep vital routes running, said State Representative Patrick Brennan. Vermont's subsidy has risen sharply in recent years, to \$7.6 million in 2015, up from \$5 million in 2013. Brennan, who chairs the Vermont House Transportation Committee, said state officials have been studying the possibility of opening a route between Vermont and Montreal.

"We stand strongly by our state commitment to Amtrak, and in the resolution we're asking Congress to do the same," he said. "Our public depends on it."

The resolution was adopted by the CSG/ERC Executive Committee.

Brennan said that despite the decline in funding for Amtrak in recent years, it was clear that employees at the Bear facility are dedicated to ensuring that the railroad's aging equipment performs like new. During the visit, he and two dozen colleagues from the region witnessed mechanics repairing heating and air-conditioning units, overhauling passenger cars, performing highly specialized air-brake work, and remanufacturing passenger seats, among other fixes. The equipment ranged from modern cars used on Acela trains to time-worn vehicles dating to the Nixon administration.

"I was impressed with both the professionalism and the sense of pride that they take in what they do," said Brennan.

As the group prepared to leave, someone suggested that perhaps U.S. congressional members and their staffs should take the tour the next time there's a discussion about funding for passenger rail. After all, it's highly unlikely that any of them are still driving a 1974 AMC Hornet.





Photo by Sebastian Marquez Velez

## Examining Race, Diversity, and the New America

**Panel participants, from left to right: Delaware State Representative Joe Miro, Maryland State Senator Catherine Pugh, Eugene Robinson, Maryland State Delegate Talmadge Branch, Linda Julius, E. I. DuPont de Nemours & Co.**

In a crowded conference room in Wilmington, Delaware, Eugene Robinson, the Pulitzer Prize-winning *Washington Post* columnist, asked Maryland State Senator Catherine Pugh a question about race relations that resonated with everyone in the room.

Robinson wanted to know what Maryland officials had learned since the disturbances surrounding the death of Freddie Gray, a 25-year-old African American man who died from a spinal injury that he sustained after being placed in police custody. But Robinson might as well have asked what officials everywhere had learned following Gray's death, and from the protests and rioting that ensued, and how these events had sharpened the national conversation surrounding police treatment of African Americans.

The discussion took place during the CSG/ERC Annual Meeting in August 2015, and was organized by CSG/ERC staff at the request of Pugh, who serves as state senate majority leader and chairs the National Black Caucus of State Legislators.

The death of Freddie Gray was among a host of recent, racially charged incidents occurring across the nation, highlighted by social media, which have forced a national conversation on race. Pugh had sought a dialogue that was formal and intentional—one that did not hold back from delving into a host of complex issues surrounding race relations in the United States.

Pugh's response to Robinson's question told a story of a sincere willingness among officials to tackle some of these issues, and the long-standing, institutionalized challenges they face.

Following the disturbances in Baltimore last spring, Maryland Senate President Mike Miller and House Speaker Michael Bush authorized a bipartisan working group to examine police training, recruitment, and hiring practices. Pugh served as senate chair of the group, which looked at how the Law Enforcement Officers' Bill of Rights, which offers police officers certain privileges above and beyond those accorded to regular citizens, was being applied across various jurisdictions. It also examined the community engagement policies of police agencies.

The working group's preliminary findings revealed that the racial composition of the state police was not reflective of the population: 83 percent of state police officers are white, while nearly 50 percent of Maryland's residents are people of color. The group also found a lack of consensus within the community about the types of solutions they expect from elected officials.

But there was firm agreement on one critical issue, said Pugh:

"The community wants to know its police officers better, it wants community policing, and everyone wants to be safe when they walk out of their doors.



They want to see a neighborhood they can be proud of.”

Maryland Delegate Talmadge Branch, who also serves on the working group, told the audience that many young people complain about the lack of recreation and drug-treatment facilities available in their communities. Delegate Branch, who serves as the majority whip, joined Pugh in the panel discussion, along with state legislative leaders of color and a senior representative from the corporate community. Branch told the audience that the images they saw on television were not indicative of the “real” Baltimore, but rather showed a group of people expressing feelings of frustration born out of years of built-up tensions.

When the conversation turned to the controversial Black Lives Matter movement, Pugh said the slogan represented a larger issue: too many young, unarmed black people are being shot by police in cities around the nation. “What kind of fear is instilled in individuals that they see someone of color and the only way to feel safe is to raise a gun and shoot?” she asked.

Delaware State Representative Joe Miro suggested the way to alleviate some of the problems plaguing urban areas was to raise the level of education within communities, to make sure children were attending school, and to encourage parent involvement. The problem is “not parochial to those cities [Baltimore and Ferguson]; this could happen anywhere,” said Miro, who also served as chair of the National Hispanic Caucus of State Legislators.

The panel in Wilmington was the culmination of an outreach effort among CSG/ERC staff. Over the course of several months, staff engaged members of state legis-

latures throughout the eastern region in conversations about race and inclusion. A few members revealed that they struggle with balancing personal feelings surrounding the varied issues of race and diversity—feelings that might differ from the views expressed by their constituents. Representatives of majority minority districts grapple with the question of how to best assist the communities they were elected to serve.

### **ERC’s Role in Supporting the Conversation**

The panel discussion created a forum for members to explore those questions. It also helped spark a work plan for the newly formed CSG/ERC Quad Caucus, which will serve as a vehicle to assist our members in their ongoing discussions on race relations. The caucus will offer a forum for CSG/ERC members who find themselves wrestling with deep concerns surrounding diversity and inclusion, and enable them to meet and to speak candidly to one another about very sensitive and sometimes difficult issues.

Looking ahead, the CSG/ERC Quad Caucus will also address issues beyond those that are unique to communities of color. It will offer legislators who are members of state legislative standing committees—including agriculture, criminal justice, health, education, military and veterans’ affairs, transportation, and fiscal programs—an effective way to examine the issues directly affecting their constituents of color. In addition, the caucus will assist elected officials in their pursuit of legislation, initiatives, policies, and programs to address critical issues that will improve the quality of life for the communities of color that they were elected to serve.



**“The community wants to know its police officers better, it wants community policing, and everyone wants to be safe when they walk out of their doors. They want to see a neighborhood they can be proud of.”**

**Maryland State Senator Catherine Pugh,  
Senate Majority Leader**

## CASE STUDY

# In Connecticut, Building Resilience to Extreme Weather

Photo by Rona Cohen

In the coastal town of Guilford, Connecticut, even homeowners whose properties were not harmed by the unusually severe storms in recent years had noticed changes in their natural surroundings that were affecting their lifestyles. Fiddler crabs were migrating inland and showing up on people's decks, and roads that used to be dry year-round were periodically underwater when the tide was high.

"Even people who go back eighty years, who are still living in the community, can document that we've had a substantial change in sea level, and a substantial change in the frequency of tidal flooding on local streets and roads," said John Henningson, a longtime resident who chairs the town's natural hazard mitigation commission.

These were some of the stories that state legislators heard when they held hearings across Connecticut in the aftermath of Tropical Storm Irene, which unleashed tidal flooding and strong winds that damaged homes and businesses in Guilford and other towns along Long Island Sound. The legislators were part of the bipartisan Shoreline Preservation Task Force, formed in early 2012 by House Speaker Christopher Donovan to study and make legislative recommendations for policies to address future storm impacts.

"One of the major things that we found on the shoreline task force is that communities are woefully underprepared for dealing with these types of challenges. They don't have the educational staff; they often don't have the resources to assign other staff to look

into these issues," said Representative James Albis, who chaired the task force and also co-chairs the state legislature's Environment Committee.

Albis participated in a video case study produced by CSG/ERC staff that portrays efforts among officials in Guilford to be better prepared from now on. Through a four-year process, they developed a Community Coastal Resilience Plan to help residents and businesses address the future impacts of severe weather, sea-level rise, and coastal erosion. The case study is intended to illustrate an effective way to create an actionable adaptation plan—one that can help prevent a recurrence of the devastation produced by Tropical Storm Irene, Superstorm Sandy, and other extreme storms that have hit CSG/ERC jurisdictions in recent years.

The video includes an interview with Connecticut State Representative Lonnie Reed, who chairs the Energy and Technology Committee and was a member of the Shoreline Preservation Task Force. Having a plan, she said, is critical for vulnerable communities, because it can clear the pathway to getting the technical assistance they need. "If they have a plan, they go to the front of the line when it comes to getting help from the state and help from the federal government," she said.

The case study is part of the CSG/ERC Energy & Environment Program's ongoing work on resilience, which has included conferences, workshops, and research that bring together state, local, and federal officials.

"We must work on local, state, regional, and global



levels to make our communities more resilient to the worst effects of severe weather,” said Senator Marc R. Pacheco, who serves as co-chair of the CSG/ERC Energy & Environment Committee. “If gone unchecked, severe weather will wreak immense havoc on current and future generations. We must be proactive in protecting our communities,” said Pacheco, who also serves as president pro tempore of the Massachusetts state senate and is founding chair of the Senate Committee on Global Warming and Climate Change.

### A Robust Public Process

Guilford developed its plan in collaboration with the director of science for the Connecticut chapter of The Nature Conservancy. The town also received grants from the National Oceanic and Atmospheric Administration and from the Northeast Regional Ocean Council, and obtained expert assistance from engineering consultants and faculty from Yale University’s Urban Ecology and Design Laboratory.

The plan is perhaps the most detailed one of its kind for any municipality in the Northeast. Its development took place within the framework of a collective learning effort about relevant scientific and technical information. Officials examined sea-level-rise scenarios for specific Guilford neighborhoods, and involved multiple stakeholders in a robust public process. A number of open public meetings were held, in which residents viewed presentations from scientists and other experts and commented on draft versions of the plan.

The Guilford plan is unique in that it emphasizes the concept of “shared risk,” which empowers residents and businesses to choose from various measures to safeguard their properties. The plan does not mandate any single action or impose solutions from above. Instead, it recommends that individuals whose homes and busi-

nesses collectively face particular threats join together to examine a “menu of options” for addressing flooding and other climate risks, decide on a preferred course of action, and approach town officials for help in implementing solutions.

In April 2015, the Guilford Planning and Zoning Commission unanimously approved the Guilford Community Coastal Resilience Plan, making it part of the town’s Plan of Conservation and Development. Approval means the town’s selectmen, commissions, and neighborhoods are able to consider and debate specific courses of action, ranging from decisions about town zoning and land-use policies to the creation of specific projects to increase the viability of at-risk infrastructure, buildings, and natural systems. They can also discuss potential sources of funding for projects that the town decides to carry out.

“I think Guilford started a great trend by looking long-term at how we can best protect this community for the future; and communities are taking notice,” said Albis. Neighboring towns, including Branford and Madison, have initiated their own coastal resiliency planning processes.

The video case study is available to members for viewing with their colleagues and constituents, along with a slide presentation that provides details about the plan and its development process. CSG/ERC staff have also compiled companion materials describing resiliency planning efforts in urban areas, and examples of regional and public-private alliances that have been formed throughout the country to promote resiliency planning.

You can access “*Guilford, Connecticut: A Case Study in Building Resilience*,” and supporting documents, on the CSG/ERC website or on the Energy & Environment Program’s Green Matters blog at [www.greenmatters.csgeast.org](http://www.greenmatters.csgeast.org).



**“If gone unchecked, severe weather will wreak immense havoc on current and future generations. We must be proactive in protecting our communities.”**

**Massachusetts State Senator Marc Pacheco,  
President Pro Tempore**



Photo by Rona Cohen

## Eastern Leadership Academy



Eastern Leadership Academy Class of 2015

**T**he Robert J. Thompson Eastern Leadership Academy (ELA) offers officials and staff from all three branches of state and provincial government a unique opportunity to hone their leadership and communication skills and network with colleagues from the eastern region.

Located in the heart of Philadelphia, and working in cooperation with the University of Pennsylvania's Fels Institute of Government, the unique, five-day program includes workshops and hands-on training with experts from academia, as well as the public and private sectors. ELA offers strategies tailored to the challenges facing public officials every day, in areas including conflict resolution, fostering civil discourse, and mastering social media and branding, in a focused setting that promotes experiential learning.

ELA is designed to help you:

- **Develop leadership skills:** Through a series of hands-on group workshops ranging from consensus-building to media relations, ELA provides training to sharpen and develop the skills you need to become an effective leader.
- **Improve your understanding of key regional issues:** ELA is the only leadership academy designed exclusively for eastern regional officials from all three branches. Scholars from

the Fels Institute of Government and outside experts provide a context for you to effectively evaluate information, communicate your message successfully with constituents and colleagues, and develop strategies for relating to the media and the public.

- **Network with the best and brightest:** ELA convenes some of the most promising state officials from across the region to share knowledge and to learn from one another's experiences.



"The Eastern Leadership Academy was an incredibly effective program. The opportunity to bring new tools back to our workplaces, and apply them in a way to benefit state government, was invaluable."

Carling Ryan, Special Assistant to the President Pro Tempore, Delaware State Senate, 2015 ELA Class President





## EASTRAIN: Bringing the Experts to You

One morning in mid-July, more than half of the members of the Massachusetts state senate gathered in a room on the fourth floor of the State House to watch a member field an interviewer's questions about education policy and crime. On three video screens, the senators observed how their colleague employed the media techniques they had been schooled in that day—essentials such as maintaining eye contact, having “positive” posture, and responding to a challenging questioner with warmth and confidence.

The man behind the camera was Seth Pendleton, an experienced media coach who specializes in preparing political, business, and nonprofit leaders for high-profile public appearances. The interview ended, and the room erupted in applause.

“Seth is very good at picking up small quirks and on-camera behavior that are best left aside,” said State Senator Michael Barrett, who participated in one of the mock video interviews. “He’s terrific.”

Pendleton’s interactive workshop is one of several programs offered by CSG/ERC’s EASTRAIN, which brings seasoned experts to state legislatures throughout the region for hands-on professional-development courses designed to improve leadership skills.

One of Pendleton’s key recommendations is for officials to assume the pose of a “happy warrior” during public appearances, exuding an aura that is strong, yet positive. “If you are being interviewed, your resting face should have a slight upturn at the mouth,” he said. Even in an unfriendly environment, Pendleton advises his students to remain positive. “Find a reason to be happy to be there,” he said.

The workshop offered members an opportunity for personal growth, said Massachusetts State Senator Richard Ross. “Seth presented ways to live up to our own unique potentials as public political figures.”

EASTRAIN provides access to some of the top instructors in their fields. The programs are developed at the request of legislative leadership and customized to meet the needs of members. Topics include conflict resolution and negotiation skills, leadership training, and civil discourse.

Some seminars are tailored to assist officials who are looking to cut through the distractions in today’s increasingly wired daily life. In 2015, time-management expert Pam Vaccaro led three separate workshops for ERC members in which she offered tools for becoming

a more effective leader in all aspects of one’s life. “The tools that I learned will help me focus and simplify my time and meet the needs of my districts,” said Massachusetts Senator Linda Dorcea Forry, who attended a training workshop in Boston last October.

The sessions are typically designed to help members broaden their skills by moving them out of their comfort zones, through role playing and other interactive pursuits.

During an EASTRAIN program in Delaware last October, legislative staff were placed in rope handcuffs and paired with a partner whose job was to help them break free. The workshop was run by Dan Miller, a retired member of the U.S. Air Force and a veteran leadership-training consultant. Miller steers participants through collaborative exercises designed to help them connect better with colleagues whose priorities might differ from their own.

Earlier that day, Miller walked participants through a personality assessment known as DISC, which stands for dominance, influence, conscientiousness, and steadiness. The process helps attendees gain a better understanding of how they interact with others and approach a variety of responsibilities, in work and in life.

“The training had a very positive impact on our caucus staff,” said Lauren Vella, senior legislative aide to Speaker Peter Schwartzkopf. “It reminded us all that we are connected to one another and need to work together and communicate effectively to be successful.”

For more information on CSG/ERC’s leadership training programs, please contact Véronique Cavaillier, director of professional development training, at [vcavaillier@csg.org](mailto:vcavaillier@csg.org).



Photo by Veronique Cavaillier



Photo by Sebastian Marquez Velez

## Cultivating Local Farmers, and Strengthening Rural Communities

Session participants, from left to right: CSG/ERC Executive Committee Member Paul White, New Jersey Agriculture Secretary Douglas Fisher, Delaware Agriculture Secretary Ed Kee.

**R**ural America makes stuff. This stuff is critical to our economy, including lumber, paper, and agricultural goods such as corn, chicken, and milk. But recent fluctuations in emerging economies have reduced demand for these and other commodity products. As a result, the jobs in communities that support production of these goods have been going away, too. Although employment continues to grow in urban areas across the Northeast, many rural counties across large swaths of northern New England, New York, and Pennsylvania have steadily shed jobs and population since the 2008 recession.

“Three of our ten counties in New Hampshire have lost jobs,” said New Hampshire State Representative Bob Haefner, who participates in the Northeast States Association for Agricultural Stewardship (NSAAS), CSG/ERC’s committee devoted to agriculture and rural development. “Manufacturing moved south, the collapse of the building boom hit the logging industry, and tourism has suffered as well,” he said.

The last year has been particularly harsh for many rural communities across the nation: the federal government forecast that U.S. farm income would decline 36 percent in 2015, to the lowest level since 2006, partly

due to reduced demand from several major importing countries whose economies have weakened.

During the 2015 CSG/ERC Annual Meeting in Wilmington, Delaware, NSAAS brought together agriculture commissioners and legislators from around the Northeast for a work session to consider ways to help grow their agricultural and natural resource sectors. Agriculture, fishing, and forestry, combined, generate \$185 billion in economic activity and more than 846,000 jobs for the economies of CSG/ERC states.

Participants in the session agreed that amid this fluctuating global economic climate, one of the best options was to grow new markets at home for their agricultural products. The good news is that in recent years, the northeastern states have been leaders in developing strategies to increase direct sales to consumers, through programs such as state branding and initiatives known as “farm to school” (or to hospitals or prisons), which emphasize the unique local attributes of a variety of agricultural products. These efforts have been instrumental in enhancing farm income. Research from Pennsylvania State University shows that for every dollar increase in direct farm sales, a \$5–\$9 increase is seen in total farm sales, depending on the state.



### Bolstering Local Markets

The longest-running and most emulated state branding effort in the country is New Jersey's Jersey Fresh initiative, an advertising, promotional, and quality-grading program that has become the benchmark for officials elsewhere who are looking to help local producers. The program has even been used to successfully promote the state's seafood, said New Jersey Agriculture Secretary Douglas Fisher. "It has helped feature the diversity of the state's production," said Fisher, who participated in the work session in Wilmington. The Jersey Fresh program has recently turned to social media to broaden its appeal to an increasingly technology-savvy consumer base. With its Twitter hashtag, *#Jerseyfreshlove*, the program solicits consumer input and questions, and offers recipes.

Other programs in the region have contributed to measurable growth in direct sales in recent years. Northeastern states have some of the oldest community farmers' markets in the country, and many communities also promote school gardens and farm-to-school and school breakfast programs. Vermont's Farm to Plate program has led to a sharp increase in direct sales of local products to restaurants, businesses, and government institutions. Combined with other efforts, it has resulted in almost 4,000 new, direct food-system jobs in recent years, said Vermont State Representative Carolyn Partridge, who serves as NSAAS chair.

### Supporting Farmers

Despite the current overall drop in farm revenue in the Northeast and elsewhere, the general agreement is that as global population rises in the coming years, the demand for farm commodities will increase, too. States need to consider programs that support new farmers, farmland transition, and preservation, said New Jersey's Fisher. Feeding the larger global community will also hinge on increasing crop yields, reducing waste, and encouraging all methods of production—from indoor vertical farms to extensive biodiverse organic operations and traditional corn and soybean farming, said Delaware Agriculture Secretary Ed Kee.

In New Jersey, a growing agritourism industry has offered one avenue for improving the bottom line. The state offers incentives to farmers to take advantage

of historic building tax credits if they use their old farm buildings to operate nontraditional agricultural businesses such as breweries, or to serve as venues for weddings and other celebrations.

For individuals who are looking to enter the field of farming, the biggest limitation is access to land, and states are addressing this challenge in different ways. The Delaware Young Farmers Loan Program provides incentives for new farmers to buy land at affordable rates. The program offers no-interest financing on loans of up to \$500,000 for 30 years, with the state taking a second position on the loan. The land is automatically enrolled in the farmland preservation program, which provides tax benefits to farmers who agree to keep the land in agricultural pursuits.

Neighboring Pennsylvania has become a leader in farmland preservation programs that help farmers stay on their land. Workshop attendees wondered if it was time to move those programs to the next level, to help transfer preserved land to a new generation of farmers.

"Even the cost of preserved farmland is high, so perhaps states should look into land and equipment rental programs to encourage new farmers to get into the industry," said Pennsylvania State Senator Judith Schwank, who is the minority chair of the Senate Agriculture and Rural Affairs Committee.

NSAAS members also recommended that states explore preservation programs for forestry and fishery resources, since those areas are often overlooked in traditional farmland preservation efforts.

In addition, they stressed that states should promote leadership development programs that cultivate new farmers. Delaware's program has been developed

**Session participants, from right to left: John Ewart, University of Delaware Sea Grant Marine Advisory Service, Fran Boyd, Sr. Vice President, Meyers & Associates, Dr. Charles Ray, Pennsylvania State University.**



Photo by Sebastian Marquez Velez

**“There is a need to focus on consumer education surrounding food production, and including it in STEM programs is a good place to start.”**

**Connecticut State Representative Kevin Ryan, Deputy Speaker**

with public funds at the University of Delaware, and New York’s is run by a private foundation. They share similar goals: to establish effective leadership for the agricultural industry and local communities. “Developing educated leaders in rural communities is becoming more important as the understanding of agriculture among the average consumer and voter decreases,” said Senator Gary Simpson, Delaware’s senate minority leader.

Schwank believes such education needs to extend into public schools and workforce development programs. According to the USDA, nearly 60,000 high-skilled agriculture job openings are expected annually in the United States, yet only 35,000 graduates will be available to fill them. Schwank suggested that agriculture be included in the interdisciplinary and applied approach known as STEM (science, technology, engineering, and mathematics) curriculums. Adding an “A” for agriculture would make it STEAM, and would be one way to ensure that the next generation of consumers better understands where their food comes from.

#### **2014 Farm, Forestry and Fishery Employment\***

<b>State/Commonwealth</b>	<b>Output (in \$ billions)</b>	<b>Industry Employment</b>
Connecticut	\$4.6	26,744
Delaware	\$8.0	32,000
Maine	\$13.9	79,011
Maryland	\$8.3	22,000
Massachusetts	\$13.0	68,110
New Hampshire	\$3.1	18,481
New Jersey	\$12.8	61,855
New York	\$48.2	197,745
Pennsylvania	\$67.0	258,000
Rhode Island	\$1.1	7,475
Vermont	\$4.0	55,994
Puerto Rico	\$1.0	19,000

\*Source: Data from U.S. Department of Census and state departments of agriculture



Photo by Carolyn Orr

**CSG/ERC members visiting the Larry Jester Farm during the 2015 Annual Meeting in Delaware.**

Connecticut Deputy Speaker Kevin Ryan agrees. “There is a need to focus on consumer education surrounding food production, and including it in STEM programs is a good place to start,” he said.

#### **Improving Communication**

Strengthening the food system in the region also hinges on better communication. NSAAS members have suggested that every state create a legislative caucus tasked with communicating the issues important to rural communities across the legislature. They also called for better communication between state legislatures and agricultural and environmental agencies, as well as the development of a strategic food plan to strengthen the agricultural sector and enhance food security.

In Massachusetts, officials are developing such a plan with producers, business owners, consumers, and other stakeholders, said State Representative Steven Kulik. The process alone is increasing communication across the spectrum. Kulik said he expects the Massachusetts Food Policy Council, a group created by the legislature, to develop an actionable plan to increase the state’s agriculture industry and strengthen the food system.

“We’re working together to make sure that we support our farms as much as we can,” said Kulik. “After all, agriculture is the lifeblood of our future.”



# Improving the Quality of Health Care: New Jersey's Experience

Many states in the Northeast are on the cutting edge of a transformation in how we pay for health care, with potentially far-reaching impacts at home and in the broader market. In 2015, a contingent from the CSG/ERC Health Policy Committee traveled to New Jersey to learn about how the state—and one city in particular—are finding ways to improve patient outcomes and reduce costs.

New Jersey officials have been working on health care reform for several years. In 2011, lawmakers passed legislation to move their Medicaid program from a system that drives volume to one that rewards quality and builds value. In 2015, New Jersey certified three accountable care organizations (ACOs) to participate in the program. ACOs are integrated provider networks that coordinate care to help people stay healthy, while saving money for the state.

CSG/ERC members attended the 4th Annual Medicaid Payment Reform Summit in Trenton, New Jersey, sponsored by their QI Collaborative, which is working with the state and private foundations to support accountable care in New Jersey's Medicaid program. Participants heard from Dr. Jeff Brenner of the Camden Coalition, a group of hospitals, primary care providers, and community members dedicated to improving the health of the entire city. The coalition uses real-time data to connect cross-disciplinary care teams with high-need, high-cost consumers through intensive and culturally appropriate outreach, robust provider collaboration, behavioral health training for all staff, and strong links to social services such as criminal justice, homelessness, and hunger programs.

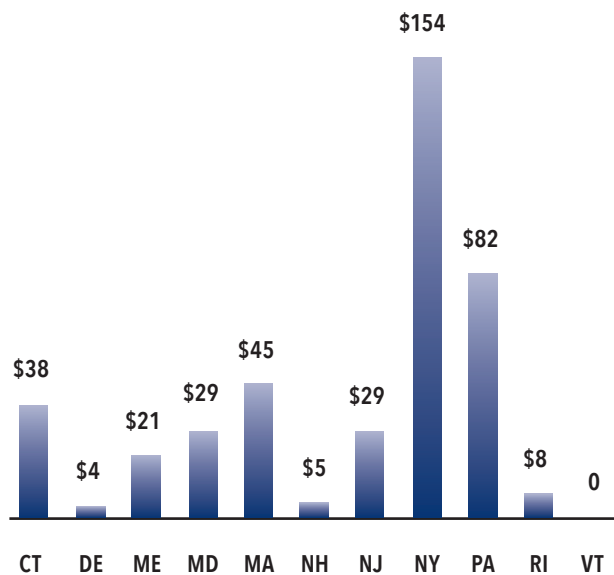
The coalition's efforts have resulted in fewer hospital stays and emergency room visits, and better health outcomes across the community that it serves in Camden, across the Delaware River from Philadelphia. Dr. Brenner highlighted a new initiative, The 7 Day Pledge, to ensure that patients leaving the hospital are scheduled for a primary care visit within seven days of discharge. The program uses a robust education and outreach campaign, combined with incentives for both providers and patients. After only a few months, hospital readmissions are down, patients have more time with their providers, and the system is saving money.

Since 2009, CSG/ERC's Health Policy Committee has been tracking and supporting successful reform efforts like that of the Camden Coalition through its Value over Volume project, which provides information on quality-based health care purchasing for state lawmakers. The committee's 2013 report, "Value over Volume 2.0," provides concrete policy options being used successfully by states and other payers to control rising health costs while enhancing the effectiveness of care.

"We learned a lot from New Jersey's experience that will benefit states throughout the CSG/ERC region," said Connecticut State Senator Terry Gerratana, chair of the CSG/ERC Health Policy Committee and assistant majority leader in the Connecticut state senate.

The committee will continue to examine these innovations in our region and elsewhere, and share them with members who are working to improve patient outcomes and reduce costs.

The 2015 Bipartisan Budget Act mitigated the increase in Medicare premiums for certain beneficiaries and states. The federal government estimates that states will save \$1.8 billion as a result. Here are the projected savings for CSG/ERC states:



2016 Medicare Part B Premium Savings (\$ in Millions)



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## BORDER CROSSING

# Improving the Flow of People and Goods between the United States and Canada

**T**he United States and Canada are the world's largest trading partners, but having close commercial ties and sharing a major border is not without its costs.

With more than \$1 million in goods and services crossing the U.S.-Canada border every minute, along with more than 300,000 people every day, bottlenecks at major crossings can lead to delays that add to the cost of doing business.

Consider the case of car manufacturers. In the highly integrated North American vehicle supply chain, major producers have manufacturing plants in both countries. Consequently, every finished vehicle contains, on average, seven parts that have already crossed the border by the time the vehicle makes its way to a showroom. So when a typical car produced in North America ends up in the hands of its new owner, it has already passed the equivalent of seven inspections. By comparison, a ship transporting cars manufactured in Korea or Japan is subject to only one customs inspection when it arrives in a U.S. port. Meaning that a car from Asia is inspected once, compared with seven inspections for a car made in North America.

Ford Motor Company estimates that complying with customs procedures adds about \$800 to the cost of each vehicle, said Jayson Myers, president and CEO of the Canadian Manufacturers & Exporters Association.

"Every time a truck crosses the border carrying a car or a component, it adds an additional cost," said Myers, who participated in a recent CSG/ERC workshop on

preclearance issues that was hosted by the CSG/ERC Canada-U.S. Relations Committee.

At busy crossings such as the Peace Bridge, which connects Buffalo, New York, with Fort Erie, Ontario, congested traffic is subject to additional delays when cargo trucks are stopped for secondary inspections. There isn't much room on the U.S. side to accommodate such inspections without backing up vehicles. Officials from both countries have been working to share preclearance facilities at the border in an effort to better handle the volume. Construction of a new bridge across the Niagara River is on the table, too, said Myers.

The CSG/ERC Canada-U.S. Relations Committee has approved several resolutions urging the U.S. and Canadian governments to speed up pre-inspection and preclearance programs under the 2011 Beyond the Border Initiative signed by President Obama and former Prime Minister Stephen Harper.

"Time is money and the speedier and more efficient our border crossings are, the greater the economic value to our cross-border trade," said New York State Assemblyman Robin Schimminger, who co-chairs the CSG/ERC Canada-U.S. Relations Committee. "We must always be attentive to untying the knots that too often thicken our border," added Schimminger, who also chairs the New York Assembly Committee on Economic Development, Job Creation, Commerce and Industry.

A recent six-month pilot project that experimented with preclearance of U.S.-bound cargo on the Canadian



side of the border recommended a number of actions that would reduce pre-inspection times by up to 75 percent, from 22 minutes to 4 minutes.

“Preclearance is really required because there aren’t many other options. You can’t easily find room in Buffalo or downtown Detroit for crossings on both sides of the border, so there has to be preclearance on both sides, where it makes sense,” said Myers.

The committee has also called for policies to move people across the border quickly while maintaining security. In February 2015, committee leaders wrote to U.S. congressional leadership opposing legislation that would have required biometric scanning of all individuals exiting the United States. The leaders noted that under the provision, travelers leaving the United States for Canada would be stopped and scanned by U.S. border patrol agents in addition to the usual Canadian customs checks. “This provision, if passed, will exacerbate the problem of long traffic backups at already over-stressed border facilities without contributing to border security . . . [and] seriously jeopardize cross-border travel and trade with significant economic consequences for both the U.S. and Canada,” the letter said.

The committee has also called for measures to speed cross-border rail travel. U.S.-bound passenger trains coming from Montreal are routinely halted by customs officials for inspections before entering U.S. territory. The wait can take hours. “You can speed up this process if you have preclearance at Montreal,” said CSG/ERC’s Canada–U.S. Relations Committee consultant Earl Eisenhart. “Just like you have at major Canadian airports.”

Policies in both countries have contributed to lengthy delays in clearing business travelers, too. Myers told the story of how, a few months ago, he had to vouch for a U.S. executive at Boeing who was slated to attend a meeting in Canada but was denied a visa because he didn’t have a university degree. “Canada is notorious for making it difficult for businesspeople to enter the country,” he said.

Part of the issue is that the countries are reliant on aging infrastructure to deal with the volumes of people and cargo that nobody foresaw at the time of construction. Added to this issue are the stricter security regulations implemented after 9/11. “We need to focus where the security risk is, and try to make sure that the low-risk traffic is processed as quickly as possible. We’re trying to apply the same risk management to everybody,” said Myers.

Some movement has recently been seen among both countries’ top leadership to implement more aggressive policies. In March 2015, the United States and Canada signed a landmark agreement to allow U.S. customs officials to inspect U.S.-bound cargo in Canada, and vice versa. The agreement requires legislation in both countries that would allow Canadian customs officials to carry arms on U.S. soil, and vice versa—an issue that has long been a sticking point in negotiations on preclearance.

Myers said that recent agreements and pilots to reduce congestion have led to improvements. “The border works better than it did,” he said. “It’s just that there is a lot of room for improvement.”



**“Time is money and the speedier and more efficient our border crossings are, the greater the economic value to our cross-border trade.”**

**New York State Assemblyman Robin Schimminger,  
Chair, New York Assembly Committee on Economic  
Development, Job Creation, Commerce and Industry**



## The CSG/ERC Annual Meeting

Delaware State Representative Helene Keeley, Speaker Pro Tempore and 2015 CSG/ERC Co-Chair; Connecticut Governor Dannel Malloy; Delaware Governor Jack Markell; Delaware State Senator David Sokola, 2015 CSG/ERC Co-Chair.

The CSG/ERC Annual Meeting is the largest regional gathering of state and Canadian provincial government leaders in the Northeast, attracting several hundred participants. Our members work in all three branches of government and together with senior representatives from the corporate community and academia, they meet to discuss emerging policy issues in an engaging, nonpartisan environment.

Our policy workshops are tailored to address issues that our members care about. They also offer ample opportunity to interact with speakers and colleagues, providing participants with rewarding networking opportunities.

For more information, visit us at [www.csg-erc.org](http://www.csg-erc.org).

All photos by Sebastian Marquez Velez unless otherwise noted

## HEAR FROM NATIONAL EXPERTS



**Left photo:** New Hampshire State Senator Lou D'Allesandro; Kathleen Hall Jamieson, Director, Annenberg Public Policy Center, University of Pennsylvania. **Middle photo:** Delaware State Representative Stephanie Bolden; Delaware Governor Jack Markell; Delaware State Representative Charles Potter, Jr. **Right photo:** Vermont State Representative Carolyn Partridge; Jeff Furman, Chairman of the Board, Ben & Jerry's; Vermont State Representative Ann Manwaring.





**Left photo:** New Hampshire State Representative Bob Haefner; New Hampshire State Representative Tara Sad. **Right photo:** New Jersey State Assemblyman Gordon Johnson, Deputy Speaker; José Díaz Marrero, Senior Legislative Staff, Puerto Rico.

## S H A R P E N   Y O U R   S K I L L S



Clockwise, from upper left-hand corner: Massachusetts State Senator Stan Rosenberg, Senate President; Delaware State Representative Deborah Hudson, House Minority Whip; Delaware State Senator Gary Simpson, Senate Minority Leader; Delaware Governor Jack Markell; New Hampshire State Representative Suzanne Smith; Connecticut State Representative Bob Godfrey, Deputy Speaker and past National CSG Chair; Connecticut Governor Dannel Malloy; New York State Senator Carl Marcellino, 2015 National CSG Chair; Vermont State Representative Ann Manwaring; Maryland State Delegate Adrienne Jones, Speaker Pro Tem.

## N E T W O R K   W I T H   P E E R S



Photo by A.R. Braver

**Left photo:** Delaware State Senator Patricia Blevins, President Pro Tempore; CSG/ERC Director Wendell Hannaford; Delaware State Representative Peter Schwartzkopf, House Speaker. **Right photo:** New Brunswick MLA Chris Collins, Speaker, Legislative Assembly; Nova Scotia MLA Kevin Murphy, Speaker, Legislative Assembly; Delaware Governor Jack Markell; Prince Edward Island MLA Francis (Buck) Watts, Speaker, Legislative Assembly; Ontario MPP Dave Levac, Speaker, Legislative Assembly.





Photo by Uldis Vanags

## Preparing for the Safe Passage, and Storage, of the Region's Nuclear Waste

Last October, the owners of Massachusetts' sole nuclear plant announced that it would close in the coming years, raising a string of questions about the timing, the future of the plant's 600 employees, and how regulators will replace the reactor's electricity output, which supplies nearly one-fifth of the state's power.

But there was an uncomfortable certainty about one issue that has dogged policymakers for decades. In the near term, and perhaps for generations, the highly radioactive spent fuel from the plant—the Pilgrim Nuclear Generating Station, in Plymouth—will remain on-site, until Congress comes up with a long-term plan for burying it safely somewhere else in the country.

Congress' indecision can be seen in southeastern Vermont, where the defunct Vermont Yankee nuclear plant is storing 3,880 assemblies of spent nuclear fuel, the by-product of more than four decades of power production that ended when the plant closed in late 2014.

The same state of affairs holds at more than 70 sites across the United States, where the nation's reactors have been stockpiling the bulk of their waste since the first nuclear plant went online more than six decades ago. This burden is costing taxpayers billions, and some plant owners want to be rid of the responsibility altogether, making the question of finding a permanent repository more critical with each passing day.

For retired plants like Vermont Yankee, some answers may soon be forthcoming. In September 2015, the Obama administration reportedly convened a team of staffers to develop options for potential interim storage sites to house spent fuel from the nation's 13 closed nuclear reactors. If officials move forward with this plan for the six defunct plants in the region, they will rely on a complex network of state and local emergency responders coordinated by CSG/ERC's affiliate organization, the Northeast High-Level Radioactive Waste Transportation Task Force.

For two decades, the task force has collaborated with federal, state, and local officials in 10 northeastern states to develop a plan to smoothly and safely transport spent fuel along the region's roads and railways.

The task force participated in the Blue Ribbon Commission on America's Nuclear Future, a group of independent experts formed by President Obama in 2010 to devise a new strategy for permanent storage. The commission released a report in 2012 that would create a pilot project to begin removing spent nuclear fuel from decommissioned nuclear plants by 2021.

That may seem like a long way off, but it takes years of preparation to work through the myriad funding, safety, and logistical hurdles involved with moving vast quantities of high-level waste through a state, said Uldis Vanags, director of the task force.



In the Northeast, where several reactors will go offline in the coming years, planners will have their work cut out for them. Entergy, the company that owns the Pilgrim reactor, recently announced that it will also close its James A. FitzPatrick Nuclear Plant in Oswego, New York, by early 2017. And the Oyster Creek Nuclear Generating Station in southern New Jersey is slated to shut down by 2019.

### The Importance of Planning

Once a storage site has been designated, it will trigger a planning effort that is expected to take up to five years to prepare. This includes at least one year for states to assess what their needs are in terms of personnel, training, and equipment, followed by two to three years of training.

“One thing that people forget is if you have a site but don’t have a way of getting the spent fuel there, you haven’t accomplished much,” said Vanags. “Transporting this stuff is going to be a major effort, because there’s so much of it.”

Nationwide, some 72,000 tons of waste remain at the reactors that generated it, and this quantity is expected to nearly double within the next 50 years. The spent fuel is being stored in 75 sites in 33 states, where it is typically cooled in special pools and then transferred to stainless steel canisters inside casks that prevent the escape of harmful radiation. If the government could start moving the waste to a centralized site today, it would take 40 years to finish the job, said Vanags.

The federal government had never intended for the waste to remain scattered across the country indefinitely; in fact, spent fuel storage pools at commercial nuclear power plants were designed to hold waste for only a few years. The 1954 Atomic Energy Act required that spent fuel from commercial reactors be shipped to a reprocessing plant and recycled into new fuel. But for a variety of reasons, commercial reprocessing never succeeded in this country.

By 1982, the Nuclear Waste Policy Act ordered the U.S. Department of Energy (DOE) to investigate a long-term geologic repository, and the federal Nuclear Waste Trust Fund has collected \$39 billion to fund it; but since the rejection of the Yucca Mountain site in 2009, the future of the waste has been uncertain.

Meanwhile, storing the waste at the nation’s reactors cost U.S. taxpayers \$4.5 billion during the 2014 fiscal year, an expense that is expected to increase by \$500 million annually going forward. Utilities are suing the

DOE for the cost of stockpiling the waste at their reactors since 1998, the year that the agency defaulted on a contract to begin removing it from plants nationwide.

### Assessing the Costs

When spent fuel is sent across a state, every town along the route must have first responders and other public safety experts on hand in case of emergency. Having enough qualified staff costs money. The Nuclear Waste Policy Act provides states with funding to train emergency personnel, but it doesn’t cover so-called operational costs, which vary by state and can be critical to maintaining safety.

Pennsylvania, for example, requires that all spent nuclear fuel be escorted by the state police, whose officers need special training and equipment. Other states want to have inspectors look over waste shipments when they cross state lines.

“Somebody has to pay for that, and states don’t want to be picking up the tab,” said Vanags.

Bills have been introduced in Congress to revise the law and include money to cover operational costs, but lawmakers have been deadlocked over the issue of whether to license Yucca Mountain to serve as the nation’s long-term repository, or to start a new search for a site to house the nation’s waste for the next 10,000 years. Some \$15 billion has already been invested in Yucca Mountain, and the Nuclear Regulatory Commission is in the final stages of completing the licensing review for the site, but the program was defunded in 2009.

In the interim, states are doing what they can to get a head start on their planning efforts. During an eight-month period in 2015, Vanags helped supervise a multistate training exercise—the first of its kind—intended to help states get a handle on their funding needs to secure enough equipment, inspectors, and training for the flood of individuals who would supervise each shipment on every leg of its journey. The effort was organized by the DOE and drew participants from eight states throughout the country, including Pennsylvania and Connecticut in the Northeast.

During the exercise, officials planned a mock shipment of spent fuel from a current interim storage site to a nearby railhead. Pennsylvania’s shipment traversed the state on heavy-duty trucks to a railhead just across the border; Connecticut’s was sent by barge down the Connecticut River and into Long Island Sound. From there, the waste could be shipped to a railhead in the region or head out to federal waters, where the Coast

Guard would escort the barge to a transit point across the country.

After the exercise, officials completed an application for cooperative funds from the DOE. Each grant request was evaluated by a review panel composed of agency staff, who offered feedback. The grants would help cover costs of transporting waste during a program's first two years.

Going forward, the agency is expected to organize additional phases of the multistate exercise, taking into account recommendations for improvements that were submitted by participants.

### **Designing for the Long Haul**

Although costs will be a huge factor in any program to move spent fuel, a host of technical and safety issues also need to be sorted through.

Once a storage site is designated, federal officials have determined that the lion's share of the waste will arrive there on railcars—though portions of it, especially from reactors in New England, may make the first leg of the journey on barge or heavy-haul truck before being transferred to a railhead. The railcars will be specially designed to transport casks that will vary in size, depending on the type of reactor that used the fuel. U.S. nuclear plants have either boiling-water or pressur-

ized-water reactors, and each model can be constructed in unique ways, with a range of fuel enrichments and fuel assemblies of different sizes. To accommodate those variations, technicians will need to build about eight different cask models to carry the spent fuel by rail. The railcars will be tracked by satellite and equipped with sensors that can detect heat, vibrations, and other critical safety elements, said Vanags.

If the Obama administration makes good on its promise to create an interim storage site for waste from the nation's 13 retired nuclear plants, working through all of these logistical issues will provide valuable preparation for eventual shipments from the 99 commercial reactors still in operation, said Vanags. Recently, local officials in Texas and New Mexico expressed interest in hosting interim storage sites. If they were to start accepting spent fuel today, it could take several decades to remove the waste from closed reactors alone. Moving all of the nation's waste is expected to take at least twice as long, he said.

"Just by having a smaller program for just the shutdown reactors, you could actually work out a lot of the details and issues involved with transporting this material," said Vanags. "It's a program that's going to go on for decades."



**"One thing that people forget is if you have a site but don't have a way of getting the spent fuel there, you haven't accomplished much," said Vanags. "Transporting this stuff is going to be a major effort, because there's so much of it."**

**Uldis Vanags, Director, Northeast High-Level Radioactive Waste Transportation Project**





QUÉBEC 56TH ANNUAL  
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MNA Guy Ouellette, Co-Chair CSG/ERC



MNA Guy Leclair, Co-Chair CSG/ERC

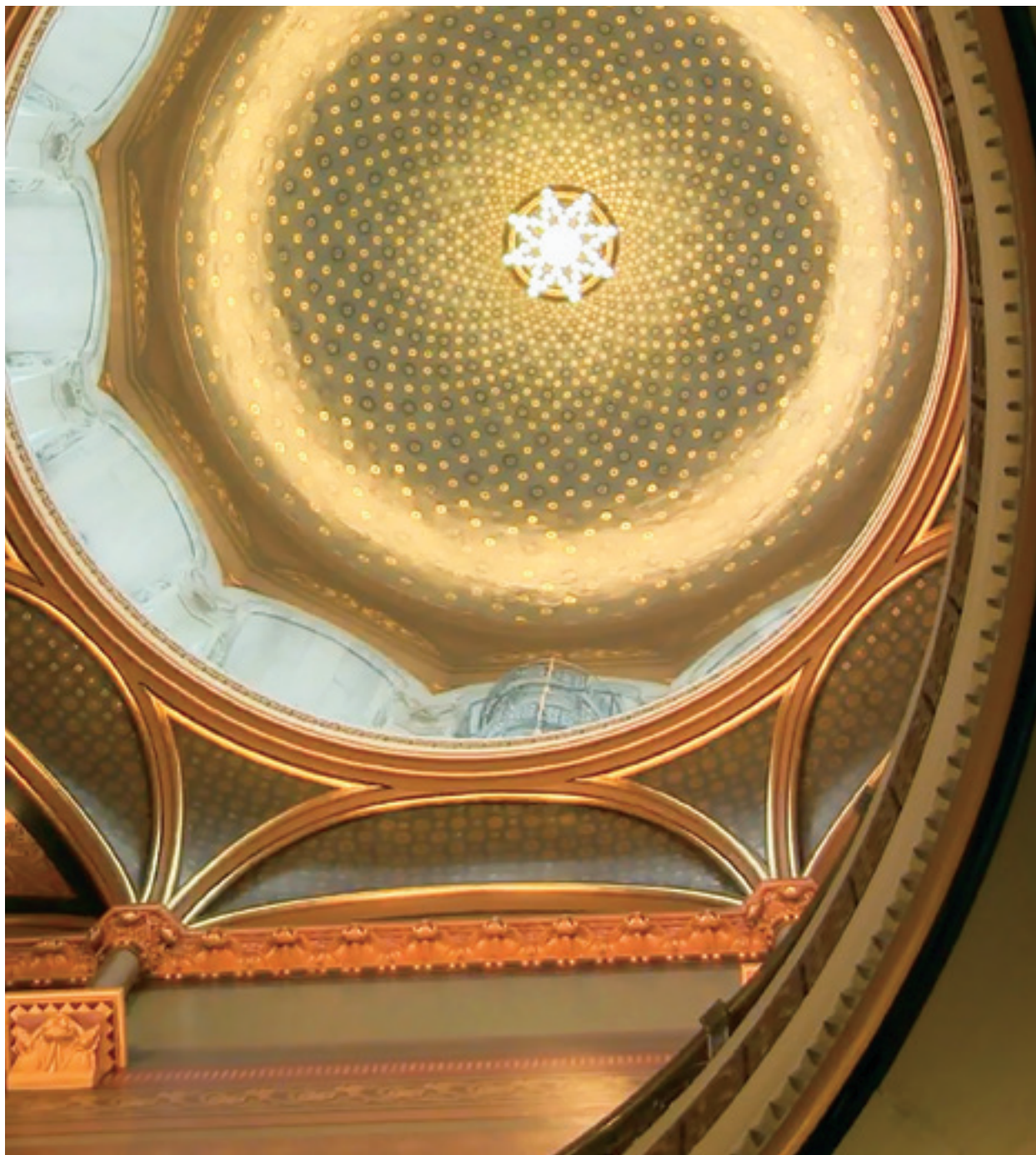


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