



EAST

# STATE OF THE FUTURE

Mapping a regional path forward



**CSG EAST**

AUGUST 16 - 20, 2021

**60<sup>th</sup> Annual Meeting  
and Regional Policy Forum**



# 60<sup>th</sup> Annual Meeting and Regional Policy Forum





**EAST**

# **60th Annual Meeting & Regional Policy Forum**

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# Welcome from the 2021 Chair

*The Honourable Ted Arnott*

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Dear Colleagues,

As CSG East's 2021 chair, it is my pleasure to welcome you to our 60th Annual Meeting and Regional Policy Forum. We have planned a thought-provoking program of informative sessions on pertinent issues, with prominent and knowledgeable speakers. While we may be temporarily apart, we know the Eastern region is committed as ever to the collegial exchange of information and ideas, as we help create innovative solutions to our common concerns. On behalf of CSG East's Executive Committee, thank you for joining us!

***The Honourable Ted Arnott***

*Speaker of the Legislative Assembly of Ontario*





# About Us

## *The Council of State Governments (CSG) and the CSG Eastern Regional Conference (CSG East)*

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### **CSG Mission**

The Council of State Governments (CSG) is the nation's only regionally based, multibranch organization serving all 50 states and commonwealths, as well as U.S. territories. Since CSG's creation in 1933, state officials have turned to the organization as an impartial source of information to help them meet the challenge of governing. As a national organization representing all three branches of state government, CSG is uniquely suited to identify innovative approaches to common problems facing states.

### **CSG East**

The CSG Eastern Regional Conference office, located in New York City since 1937, serves legislative, executive, and judicial branch officials from the 11 eastern states from Maine to Maryland, Puerto Rico, the U.S. Virgin Islands, and the eastern Canadian provinces of Québec, New Brunswick, Ontario, Nova Scotia, and Prince Edward Island. CSG East educates policymakers about issues of concern to the region, encourages multistate problem-solving and partnerships, and promotes regional interests at the federal level.

### **The Annual Meeting & Regional Policy Forum**

The CSG East Annual Meeting & Regional Policy Forum brings together policymakers from all branches of government from CSG East's member jurisdictions with experts from the private sector and academia to address a range of critical public policy issues facing the region. This unique event enables attendees to share ideas and network and serves as a vehicle for enhanced regional cooperation and communication.

### **Meeting Evaluation**

We need your feedback! Please take a few minutes to complete the Annual Meeting Evaluation Form. This short form can be found on the annual meeting website. Thank you for taking the time to give us your comments and suggestions, all of which help us to do a better job serving you!

# Business Program

## MONDAY August 16

**8:45 – 9:30 a.m.**

Budget Committee Meeting

*For Members of Budget Committee Only*

**9:30 – 10:00 a.m.**

Break

**10 – 11 a.m.**

Annual Meeting

Committee Meeting

**11 – 11:30 a.m.**

Break

**11:30 a.m. – 12:30 p.m.**

Strategic Planning

Committee Meeting

**12:30 – 1:30 p.m.**

Break

**1:30 – 3:30 p.m.**

Executive Committee Meeting



## TUESDAY August 17

**8:00 – 9:45 a.m.**

Agriculture and Rural Development  
Committee Meeting

*Please note this session begins early.*

*Roundtable Discussion and Washington  
Update*

State and province-level review of important legislation or initiatives affecting rural and agricultural communities in the region, to be followed by an update on the latest initiatives in Washington, D.C. that could have an impact on the Northeast.

### **PRESIDING:**

**Senator Judy Schwank**, Pennsylvania

**Representative Carolyn Partridge**, Vermont

Co-Chairs, CSG East Agriculture and Rural Development Committee

**8:30 – 9:45 a.m.**

## Health Committee Meeting

*Please note this session begins 30 minutes after  
Agriculture and Rural Development*

*Roundtable updates from member states  
and provinces.*

Discussion of state-level efforts — both individual and collaborative — addressing issues such as public health, health equity, healthcare infrastructure, access, quality, and costs of healthcare.

### **PRESIDING:**

**Senator Gustavo Rivera**, New York  
Chairman of the Senate Committee on Health;  
Chair, CSG East Health Committee

**9:45 – 10:15 a.m.**

Break

**10:05 – 11:30 a.m.**

## Council on Communities of Color Meeting

*Race in the State House: Opposing Critical Race Theory. Unpacking the debate around teaching African American history, the legacy of slavery, and racial equity in publicly funded schools*

This session will be broadcast live on WURD Radio's **Reality Check** — please note the start time and join early!

Critical Race Theory has become the new flash point for discussions around African American history, the legacy of slavery, Reconstruction, Jim Crow, racial justice, and equity in publicly funded

schools and in state legislatures across the nation. According to *Chalkbeat*, there are “efforts in 27 states to restrict education on racism, bias, the contributions of specific racial or ethnic groups to U.S. history, or related topics.”

In this session, state policymakers, scholars, and education thought leaders will unpack, examine, and discuss the underlying issues in the debate over critical race theory and the burgeoning campaign to keep it out of publicly funded classrooms. Panelists will also consider the impacts of ongoing racial justice movements and offer a framework for understanding and teaching the role of racism in current public policy.

### **MODERATOR:**

**Charles D. Ellison**, Executive Producer and host of *Reality Check* on WURD, and CSG East Senior Fellow

### **PANELISTS:**

**Representative Donna Bullock**, Pennsylvania  
**Kevin Ahmaad Jenkins**, Ph.D., University of Pennsylvania

**Michael Coard**, Attorney, Community Activist and Founding Member of Avenging the Ancestors Coalition (ATAC)

# Business Program

**10:15 – 11:30 a.m.**

## Energy and Environment Committee Meeting

***The North American Renewable  
Integration Study: Opportunities for  
Achieving a Coordinated, Low-Carbon Grid***

The North American electric power system is undergoing significant changes as it integrates increasing quantities of renewable resources, and these changes are expected to accelerate amid ambitious federal, state, local, and corporate decarbonization goals. This session will feature a discussion of recent federal research that analyzed the potential impacts of this transition on costs, reliability, and other factors, and seeks to inform policymakers about opportunities for a coordinated, continental low-carbon grid. Among the findings are that: a) an 80 percent reduction in power-sector emissions can be achieved through multiple pathways; and b) enhanced regional and international electricity trade and transmission expansion could have significant net system benefits.

### **MODERATORS:**

**Senator Paul Formica**, Connecticut  
**Senator Marc Pacheco**, Massachusetts  
Co-Chairs CSG East Energy and Environment  
Committee

### **SPEAKER:**

**Gregory Brinkman**, Model Engineering Researcher, National Renewable Energy Laboratory, U.S. Department of Energy

**11:30 a.m. – noon**  
**Break**

**Noon – 12:05 p.m.**  
**Welcome**

**The Honourable Ted Arnott**, Speaker of the Legislative Assembly of Ontario, CSG East 2021 Chair

**12:05 – 1:30 p.m.**  
**Plenary session**

***The Great Disruption: Rethinking Energy,  
Transportation, Food and Agriculture***

According to Tony Seba, an author, educator, and Silicon Valley entrepreneur, the 2020s will be the fastest, most disruptive decade in history for energy, transportation, food, agriculture, materials, and information. In this provocative presentation, Seba will discuss how technology disruption and business model innovation is leading to cascading effects across all sectors of the economy, propelling a collapse of the internal combustion engine and the oil industry, and disruption of livestock production and industrial farming, with dramatic implications for geopolitics, the environment, and humanity. Seba will also address choices that can help lead to a more equitable, healthy, resilient, and stable society.

### **SPEAKER:**

**Tony Seba**, Author, Educator, Co-Founder RethinkX

### **MODERATOR:**

**Senator Marc R. Pacheco**, Massachusetts





**1:30 – 2 p.m.**  
**Break**

**2 – 3 p.m.**  
**Concurrent Sessions**

### *Apprenticeships: A Pathway to Licensure*

Apprenticeships facilitate on-the-job training for future practitioners of a trade or profession and can lower barriers to occupational licensure for disproportionately affected populations by providing opportunities to attain experience and education required for licensure. These “earn while you learn” programs have historically been utilized in skilled trades but are becoming more available for in-demand fields like tech, health-care, and education.

Several states, including Maine and Vermont, have begun promoting apprenticeship programs for professions with workforce shortages and offering tax incentives to employers who hire apprentices. In this webinar, we will discuss how apprenticeships can aid in workforce development and occupational licensure, as well as how states in the East are developing apprenticeship programs using lessons learned in the US and abroad.

### **SPEAKERS:**

**Senator Alison Clarkson**, Senate Majority Leader, Vermont

**Joan Dolan**, Director of Apprenticeship & Strategic Partnerships at Maine Department of Labor

**Nirav Shah**, Vice President, Social Finance

**Korey Johnson**, Senior Policy Analyst, CSG Justice Center

### *Public Access in Peril*

Many Public, Educational, and Governmental (PEG) centers across the Northeast are experiencing significant budget shortfalls with no relief in sight. Their services are critical for airing local government proceedings, town hall meetings, etc., yet cable companies are eschewing any efforts to pay for continuing free-to-air access for this kind of programming. A panel of industry experts and state officials will discuss how states in the Eastern Region are working to ensure the continuity of public access to state and local news.

### **MODERATOR:**

**Lonnie Reed**, Chair, Connecticut Green Bank

### **SPEAKERS:**

**Lauren-Glenn Davitian**, Executive Director, CCTV Center for Media & Democracy, Vermont

**Walter Mann**, Co-Chair of CT Community Media Association, Connecticut

**Mike Rispoli**, News Voices Director, Free Press and board member, the Civic Information Consortium, New Jersey

**David Gauthier**, Executive Director, Winchester Community Access & Media, Massachusetts

# Business Program



## WEDNESDAY August 18

**8:30 – 9:45 a.m.**

### Military and Veterans Affairs Committee Meeting

#### *Roundtable Discussion*

This session will focus on the work of our members in assisting military veterans and their families throughout the region and will develop priorities for the region as states slowly recover from the pandemic. Speakers will provide a recap of the legislative efforts spearheaded by the Defense-State

Liaison Office and discuss possible takeaways for the region from a housing resolution developed by Maine's Veterans Services Office.

#### **SPEAKERS:**

**Christopher R. Arnold**, Northeast Regional Liaison, Defense-State Liaison Office, Department of Defense

**Representative Allison Hepler**, Maine

**Marge Kilkelly**, Policy Program Manager, Maine Primary Care Association

### Transportation Committee Meeting

#### *Funding and Financing for Transportation*

Roundtable updates from member states and provinces. Discussions on the status of Federal Surface Transportation Authorization, and the National Infrastructure Bank Proposal.

#### **PRESIDING:**

**Representative Patrick Brennan**, Vermont, Chair, CSG East Transportation Committee

#### **SPEAKERS:**

**Tanya Snyder**, POLITICO

**Senator Lou DiPalma**, Rhode Island, Vice Chair, CSG East Transportation Committee

**9:45 – 10:15 a.m.**

### Break

**10:05 – 11:30 a.m.**

## Council on Communities of Color Meeting

*Reparations: What Would That Look Like? Exploring a Justice Strategy and Policy Framework Part II*

This session will be broadcast live on WURD Radio's **Reality Check** – please note the start time and join early!

Fueled by persisting inequities in racial health, wealth, and education gaps, discussions on reparations are once again at the forefront of public debates in federal, state, and local government. Additionally, there are growing calls for meaningful dialogue and recompense for descendants of slavery with renewed interest in urging Congress to pass H.R. 40 (to establish a Commission to Study and Develop Reparation Proposals for African Americans). Several states within CSG's eastern region have considered reparations legislation during the past legislative session, but most efforts were stalled by the fundamental question of implementation.

This session is part II of the **Reparations Movement Summit** held in June by CSG East CCC.

### PANELISTS:

**Representative Chris Rabb**, Pennsylvania  
**Honorable Michael B. Hancock**, Mayor, Denver Colorado

**Jessica Ann Mitchell Aiwuyor**, Founder, National Black Cultural Information Trust

**Mike Green**, Co-Founder and Chief Strategist, National Institute for Inclusive Competitiveness

**10:15 – 11:30 a.m.**

## Canada-U.S. Relations Committee Meeting

*Changing Times? The Canada-U.S. Relationship in the Biden Administration*

What is the status of the bilateral Canada-U.S. relationship today? The Biden administration is slowly doing an about-face on many domestic and foreign policies from the previous administration. The closure of the border for more than 17 months has not helped things, and citizens of each country are eager to visit the other. What should we expect to see? How will the recent opening of the border on the Canadian side proceed? When will the United States open its border? Can we expect to return to the status quo ante? The committee will hear from two keen observers of Canada-U.S. relations, and then from stakeholder committee members.

### PRESIDING:

**Assemblymember Billy Jones**, New York  
**Member of the National Assembly**

**Guy Ouellette**, Québec

Co-chairs, Canada-U.S. Relations Committee

### SPEAKERS:

**Andy Blatchford**, POLITICO

**Edward Alden**, Council on Foreign Relations

**11:30 a.m. – noon**

**Break**



# Business Program

**Noon – 1:30 p.m.**

## Plenary session

### *State Recovery: How States Are Spending Federal Rescue Dollars*

State governments have received an unprecedented amount of federal funding to support recovery and respond to the coronavirus pandemic. The American Rescue Plan (ARP) Act of 2021, a \$1.9 trillion economic relief package, was signed by President Joe Biden on March 11. States may also be receiving additional funding from the proposed infrastructure bill and the opioid settlement recently endorsed by state attorneys general. This program will highlight the federal funding available to states and opportunities to leverage these funds for immediate state economic and fiscal recovery needs and long-term investments in state infra-

structure and services. The session will provide an opportunity for state leaders to discuss and learn from each other about the processes they are using to make allocation decisions and how they are utilizing these funds for state recovery.

#### **SPEAKER:**

**Christina Gordley**, Senior Policy Analyst, The Council of State Governments

#### **PANELISTS**

**Senator Cathy Breen**, Maine, Chair, Appropriations and Financial Affairs Committee

**Honorable David R. Brinkley**, Secretary of Budget and Management, Maryland

**Representative Aaron Michlewitz**, Massachusetts

**1:30 – 2 p.m.**

Break





## 2 – 3 p.m.

### Concurrent Sessions

#### *Developing a Payment for Ecosystem Services (PES) Project in the New York City Watershed Region to Promote Carbon Farming, Soil Health, and Water Quality*

In this interactive session, presenters will discuss the development of an innovative agriculture carbon pilot in the New York State counties that comprise the New York City Watershed. The pilot, which is still in the concept stage, seeks to overcome existing hurdles in current carbon farming efforts by making them more economically sustainable, providing greater scientific accuracy about sequestration potential, and tailoring these practices to the needs of the small-to-midsized farms that dominate Northeastern agriculture. The project will partner with a worldwide community of experts, led by Columbia University, which is advancing methodologies for improving measurements of carbon sequestration in agriculture. Presenters will invite feedback from CSG East members on how this proposed project can enhance their policy efforts to promote carbon sequestration in their states and provinces.

#### **MODERATOR:**

**Representative Carolyn Partridge**, Vermont

#### **SPEAKERS:**

**Jeffrey Potent**, Adjunct Professor of International and Public Affairs, Columbia University

**Dr. Cynthia Rosenzweig**, Senior Research Scientist, NASA Goddard Institute for Space Studies, Columbia University Earth Institute Center for Climate Systems Research

#### *Age-Friendly States: Improving Health and Well-Being for Older Adults*

Our state populations are getting older. According to some rankings, the CSG Eastern region has 10 of the 12 oldest jurisdictions in the United States. Most people aged 50 and older wish to remain where they now live, and communities will need to become more “age friendly” to serve this growing population. This session will provide an opportunity to explore what several states, provinces, and territories have done to make housing, transportation, technology, and health care more age friendly.

#### **MODERATOR:**

**Senator Gustavo Rivera**, New York, Chairman of the Senate Committee on Health; Chair, CSG East Health Committee

#### **SPEAKERS:**

**Terry Fulmer**, PhD, RN, FAAN, President and CEO of the Hartford Foundation

**Mathew Varsava**, Director of Policy, Ontario Ministry for Seniors and Accessibility

**Kimberly Causey-Gomez**, MSW, Commissioner, Department of Human Services, U.S. Virgin Islands

**Senator Rachel May**, New York, Chair of the Senate Committee on Aging and Chair of Legislative Commission on Rural Resources

## 3:30 – 4:00 p.m.

### Nominations Committee Meeting

# Business Program

## THURSDAY August 19

**8:00 – 9:45 a.m.**

### Agriculture and Rural Development Committee Meeting

*Please note this session begins early.*

#### *Broadband Mapping: Charting the Digital Divide*

Lack of rural broadband access has been a problem for years, and one that has been intensified by the COVID-19 pandemic. Cities, states, and the federal government are scrambling to find ways to bridge the connectivity gap to underserved populations quickly and efficiently. This session will feature experts in the field who will discuss new initiatives and protocols to ensure that connection can finally become a reality for all.

#### **PRESIDING:**

**Senator Judy Schwank**, Pennsylvania  
**Representative Carolyn Partridge**, Vermont  
Co-Chairs, CSG East Agriculture and Rural  
Development Committee

#### **SPEAKERS:**

**J. Brent Legg**, Executive Vice President,  
Government Affairs, Connected Nation  
**Peggy Schaffer**, Executive Director,  
ConnectMaine Authority  
**Kirk Burgee**, Associate Bureau Chief and Chief  
of Staff, Wireline Competition Bureau, Federal  
Communications Commission

**8:30 – 9:45 a.m.**

### Territorial Relations Committee Meeting

*Please note this session begins 30 minutes after  
Agriculture and Rural Development*

#### *Creating a Resilient and Sustainable Future*

Prior to Hurricanes Maria and Irma in 2017, both Puerto Rico and the U.S. Virgin Islands relied on the mainland for much of their agricultural and energy imports, both of which increased drastically following the hurricanes and exposed an opportunity to reduce this dependence.

This session will explore renewable energy and agricultural production targets, policies, and programs that are in place to help both island jurisdictions create a stronger, more sustainable, more resilient future.

#### **SPEAKERS:**

**Stafford Crossman M.A.**, Associate Director of  
Cooperative Extension Services and Assistant  
Director of Agriculture and Natural Resources  
and Extension Assistant Professor, University of  
the Virgin Islands

**Luis Martinez**, Puerto Rico, Director, Southeast  
Energy, Climate & Clean Energy Program,  
National Resources Defense Council (NRDC)

**Carlos Flores**, Former Secretary, Department of  
Agriculture, Puerto Rico

**9:45 – 10:15 a.m.**

### Break

**10:15 – 11:30 a.m.**

## Health Committee Meeting

### *Coping with the Stresses and Traumas of Public Service*

Although never an easy job, the pandemic has exacerbated the stresses and traumas associated with the roles of elected and appointed officials and staff. This session will explore secondary trauma and stressors, effects of trauma and stress, strategies to minimize stress and build resilience, and identify additional strategies and resources.

#### **SPEAKER:**

**Rosemary Lavinski**, LCSW, CEAP, Employee Assistance Consultant and Executive Coach, private practice

## Education Committee Meeting

The Education Committee will discuss their priorities for the coming year. Additionally, the committee will hear from subject matter experts from City Health, and the National Association of State Directors of Teacher Education and Certification to learn about ongoing trends in Universal Pre-K, and about the interstate compacts project through the U.S. Department of Defense.

#### **PRESIDING:**

**Senator Ernie Lopez**, Delaware, Chair, CSG East Education Committee

#### **SPEAKERS:**

**Philip Rogers**, Executive Director, National Association of Directors of Teacher Education and Certification (NASDTEC)

**Matt Shafer**, The Council of State Governments  
**Akeem Anderson**, Government Relations Director, CityHealth



**11:30 a.m. – noon**  
**Break**

**Noon – 1:30 p.m.**  
**Plenary session**

### *What Racism Costs Everyone*

**Heather McGhee's** specialty is the American economy — and the mystery of why it so often fails the American public. From the financial crisis to rising student debt to collapsing public infrastructure, she found a common root problem: racism. But not just in the most obvious indignities for people of color. Racism has costs for white people, too. It is the common denominator of our most vexing public problems, the core dysfunction of our democracy and constitutive of the spiritual and moral crises that grip us all. But how did this happen? And is there a way out?

Best-selling author and economist Heather McGhee will discuss these topics and her findings from her book *The Sum of Us: What racism costs everyone and how we can prosper together*.

#### **MODERATOR:**

**Sheilah Kast**, Journalist and host of WYPG's *On the Record*



# Business Program

**1:30 – 2 p.m.**  
**Break**

**2 – 3 p.m.**  
**Concurrent Sessions**

*Untapped Talent: creating economic opportunity for refugee and immigrant professionals*

While states face labor shortages across key sectors, an estimated 2 million immigrants and refugees have advanced degrees (263,000 in healthcare alone) that are un- or under-utilized. This panel will discuss barriers to workforce entry faced by refugee and immigrant professionals and recommend policies to remove discriminatory requirements. This panel will identify model state legislation that has successfully included new Americans in workforce development initiatives, facilitated access to professional licensure, and more.

**MODERATOR:**

**Genevieve Kessler**, director of state advocacy, International Rescue Committee, and lab state strategy lead, Refugee Advocacy Lab

**PANELISTS:**

**Mike Zimmer**, senior policy consultant, World Education Services

**Victoria Francis**, state advocacy officer, International Rescue Committee

**Representative Kristen Cloutier**, Maine House of Representatives

**Lubab al-Quraishi**, Refugee Congress delegate for New Jersey; former assistant professor of medicine, Baghdad Medical College, Iraq

*Planning the Future of the Public's Health: It's More Than Pandemics*

CSG East member jurisdictions — individually and in partnerships — are well-positioned to assure that state and local health departments have the resources they need to steer their communities towards a healthier future. This session will provide overviews of the Bipartisan Policy Center's work in public health, including highlights from the June 2021 report Positioning America's Public Health System for the Next Pandemic (June 2021) and the proposed work of the recently announced coalition Public Health Forward: Modernizing the U.S. Public Health System. Attendees will explore and discuss public health goals, intergovernmental roles and responsibilities, infrastructures, and public health financing.

**SPEAKER:**

**Anand Parekh**, M.D., Ph.D., Chief Medical Advisor at the Bipartisan Policy Center

## FRIDAY August 20

**10:15 – 11:15 a.m.**

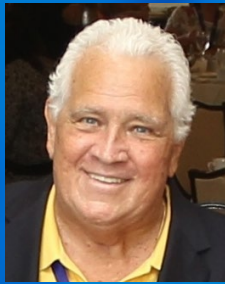
**Executive Committee Closing  
Business Meeting**



# In Memoriam

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## CSG East mourns the passing of two active members



**Senate President  
Thomas V. “Mike” Miller**  
MARYLAND

Senator Mike Miller was the longest-serving Senate president in Maryland’s history, with over 40 years in leadership.

Miller co-chaired the CSG East Annual Meeting in 2014 and was a long-time member of the CSG East Executive, Budget and Annual Meeting Committees. Sen. Miller was a yearly attendee at the CSG East Annual Meeting, and an ardent supporter of the Eastern office and its activities. In 2019, Senator Miller was awarded CSG East’s highest honor, the W. Paul White award.



**Representative  
David Danielson**  
NEW HAMPSHIRE

Representative David Danielson was elected to the New Hampshire House of Representatives in 2012, was a member of its

Finance committee, and was a long-time member of CSG East’s Agriculture and Rural Development committee. Danielson was also part of the New Hampshire host committee for the CSG East Annual Meeting planned for the summer of 2020.

On behalf of the CSG East Executive Committee, and all of the colleagues at CSG East, we will miss both Senator Miller and Representative Danielson very much.

## CSG East mourns the passing of former director Alan V. Sokolow



**Former CSG East  
Director Alan V. Sokolow**

For over four decades, the members of the Eastern region benefitted from the wisdom, integrity, and unwavering dedication of Alan V. Sokolow. After

the eastern office and all of its files were lost in the 9/11 terrorist attack, Alan helped shepherd the office through an extensive series of moves before finding a permanent new home in lower Manhattan. He encouraged new ideas and creative problem-solving. “I am your biggest cheerleader,” Alan would frequently tell staff – and his supportive leadership helped to shape many innovative projects over the years. Alan played a key role in helping to establish the CSG Justice Center and the Eastern Leadership Academy, and he was the driving force behind the creation of the Black Caucus – now the Council on Communities of Color – and the National Hispanic Caucus of State Legislators. Together with Wendell Hannaford, who succeeded Alan as CSG East director, Alan invited five Canadian provinces to become international associate members of CSG East.

Alan’s respect for CSG members and staff, and his enthusiasm for public policy, were clear to all who had the opportunity to know and work with him. Alan will be missed by many, but his legacy will continue to guide this organization and the many individuals following in his footsteps today.

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Thank you to the generous sponsors of the CSG East 60th Annual Meeting and Regional Policy Forum

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**Max Morley**

*Education Policy Analyst*

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*Senior Policy Analyst, Military and Veterans  
Affairs and Council on Communities of Color*

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*Agriculture Policy Consultant*

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*Project Director, Northeast High-Level  
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## **CSG National Leadership**

**Governor Laura Kelly, Kansas**

*CSG 2021 National President*

**Senator Joan Ballweg, Wisconsin**

*CSG 2021 National Chair*

**David Adkins**

*CSG Executive Director/CEO*

## **CSG Headquarters Office**

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[www.csg.org](http://www.csg.org)

# CSG National Associates

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**Bold** denotes new members since 2021

National Rural Electric Cooperative Association  
**Neurocrine Biosciences**  
Norton Healthcare  
**Novartis**  
Pfizer  
Pharmaceutical Care Management Association  
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RELX, Inc.  
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Sanofi U.S.  
SI Group Client Services  
Stateside Associates  
**Target**  
Teladoc Health, Inc.  
T-Mobile  
The Procter & Gamble Company  
Turning Point Brands, Inc.  
**U.S. Renal Care**  
US Water Alliance  
Visa, Inc.  
Walgreen Co.  
Waste Management, Inc.  
Wells Fargo & Company  
Western Governors University  
**World Education Services**  
Zillow Group

# The Robert J. Thompson Eastern Leadership Academy

**AUGUST 21 – 25, 2022 | PHILADELPHIA, PENNSYLVANIA**

CSG East and the University of Pennsylvania Fels Institute of Government invite you to apply to join the 2022 Robert J. Thompson Eastern Leadership Academy (ELA) class. This unique program will hone your leadership skills with other talented and high-achieving state and provincial officials from CSG's Eastern Regional Conference.

## WHO SHOULD APPLY?

ELA is specifically designed for legislators, legislative staff, and executive and judicial branch officials, primarily in the early-to-mid stages of their government careers.

The ELA Application Review Committee looks for applicants who demonstrate:

- Leadership potential, including problem-solving and consensus-building skills;
- Dedication to public service; and
- Commitment to improving government institutions and respect for state and provincial government.

## HOW TO APPLY

In addition to the application form, each applicant must submit a résumé, a cover letter describing interest in ELA, and a letter of recommendation from a legislative leader or CSG East Executive Committee member.

For more information, visit <https://csg-erc.org/leadership-training/#eastern-leadership-academy>.

## ELA's Partner

### University Of Pennsylvania's Fels Institute Of Government

The Fels Institute of Government is the University of Pennsylvania's graduate program in public policy and public management. Its personal and practical approach to public management education and its relatively small size make it one of the nation's leading boutique programs in public affairs. The Institute was founded in 1937 by Philadelphia entrepreneur and philanthropist Samuel L. Fels of the Fels Naptha Soap Company in response to a wave of public corruption and mismanagement in Pennsylvania government. Its roots in state government continue today through its partnership with ELA and through other custom-designed executive education programs with state governments and the associations that serve them.







# SANTA FE

2021 CSG NATIONAL CONFERENCE

— DEC. 1-4 —

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DATE

[web.csg.org/2021](http://web.csg.org/2021)



# NEW HAMPSHIRE

## AUG. 14-17, 2022

Join us **August 14-17, 2022** for the **61st CSG East Annual Meeting and Regional Policy Forum** in Manchester, New Hampshire

*Save-the-Date!*



**EAST**

