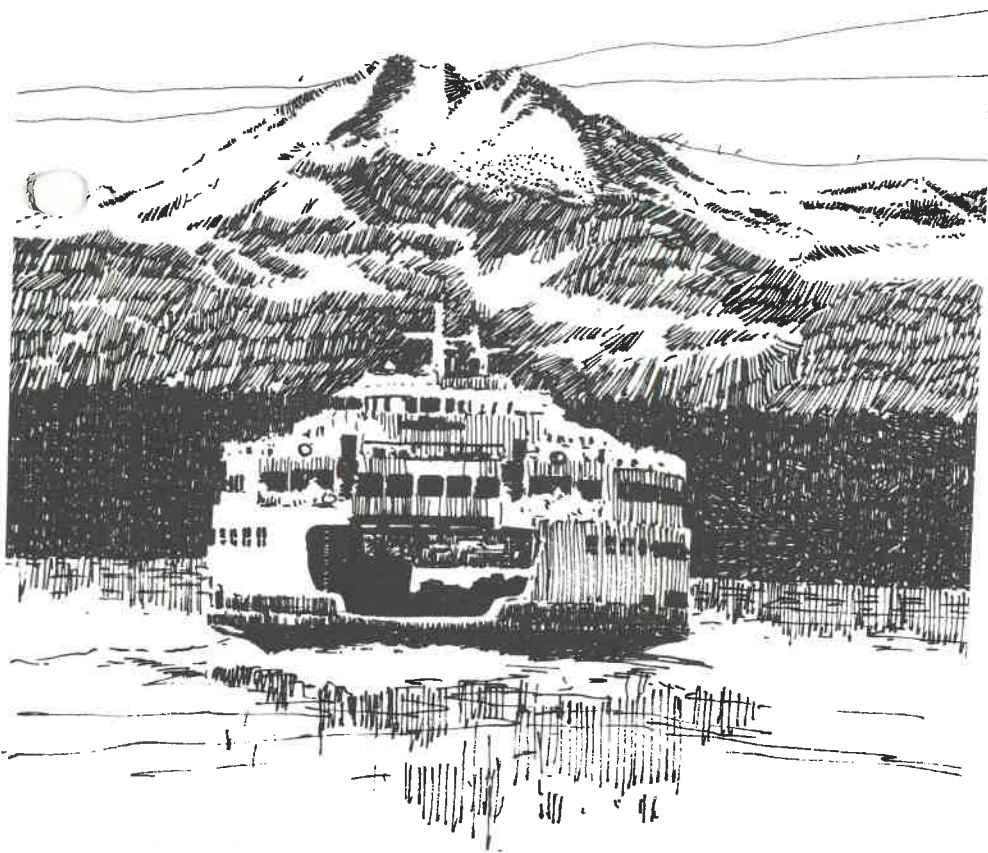


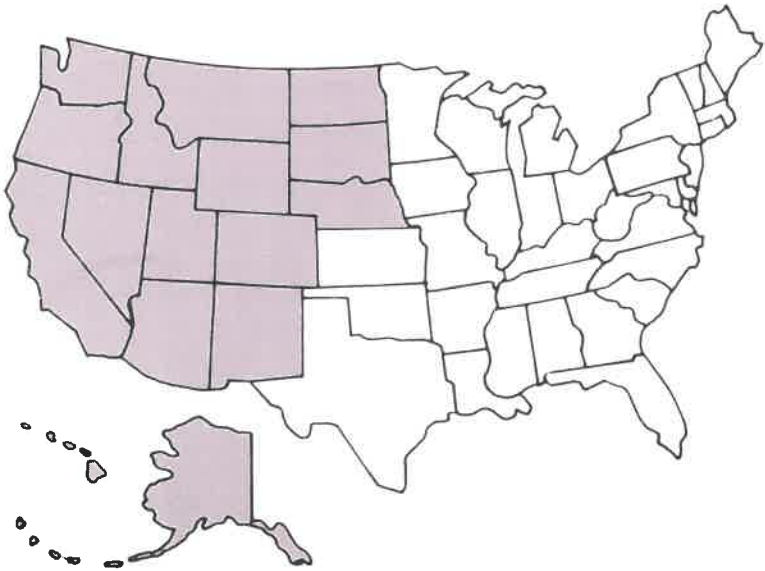


Western Governors' Association



ANNUAL REPORT
July 1, 1987 — June 30, 1988

**MEMBER STATES
OF THE
WESTERN GOVERNORS' ASSOCIATION**



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MESSAGE FROM THE CHAIR

June 30, 1988

The theme of WGA's work this year is "Sharpening the West's Competitive Edge". This continues and builds upon WGA's effort towards strengthening the West's competitiveness in a global economy.

The governors specifically focused their efforts on workforce training, rural development, and international trade. These three components were identified as critical in meeting the challenges facing the West as we prepare for the future.

Clearly, the key to improving the competitiveness of the West lies with the competency of our workforce. No matter how it is said, the West simply cannot progress economically without an adequately trained workforce. Moreover, about 80% of workers in the year 2000 are already in the workforce. The need is twofold: to keep the skills of the workforce to a competitive edge, while also preparing the first graders of today who will be entering the workplace in and after the year 2000. In a rapidly changing, technologically complex society, we have addressed how governors can accomplish these things through effective educational programs for youngsters and job training and retraining programs for adults.

The focus of WGA's rural development program has been to provide states with a framework to examine the strengths and weaknesses of rural areas. Most importantly, however, this program will identify opportunities, such as targeted state assistance, in which rural areas can respond to international pressures. In general, rural areas in the West have been hit hardest by international competition because of their reliance on basic commodities such as oil and gas, minerals, agricultural, and forest products. These commodities are extremely sensitive to supply and demand factors such as pricing, transportation costs, and materials substitutions. SRI International has assisted WGA by developing a guidebook to help in this examination.

- The guidebook was reviewed and revised through three regional workshops held in Wyoming, New Mexico, and Idaho.
- Technical assistance is being provided to field test the project in the states of North Dakota, Utah, and Washington for the purpose of improving rural economic health and stability.

WGA's international trade agenda has focused on improving trade relationships with the West's border trading partners to the North and the South.

- The United States has agreed to enter into a Free Trade Agreement (FTA) with Canada, pending ratification by the U.S. Congress and Canadian Parliament.
 - The Agreement provides for cooperation between the U.S. and its number one trading partner to eliminate tariffs and establish trading practices and procedures. The FTA is the beginning of a new era in international trade.
 - The WGA has played an active role in monitoring and advocating western governors' positions on the FTA.
- The WGA encouraged and assisted with the organization of the U.S.-Mexico Border Governors' Conference held in December.
 - At the Conference, 10 U.S. and Mexican border governors discussed economic development and trade in the southwest border region.

Along with these major programs, WGA has been active in a number of other policy areas, such as transportation of nuclear waste, state-tribal relations, and the traditional "western" issues such as natural resources, energy, water, and transportation.

The Annual Meeting will culminate the year's work on these important issues. It will be a time to review our work, consider policy positions, assess where we go from here and develop the "western agenda" for presentation to the new President and Congress.

BOOTH GARDNER

Governor Booth Gardner,
Chair, Western Governors' Association

FY 1988 IN REVIEW

EDUCATION

Growing out of the governors' goal to promote the competitiveness of the West has been an awareness of the need to strengthen workforce preparation for both those entering and those already in the workforce. As a result, WGA has examined the current system for providing vocational education, training, and retraining. Governor Roy Romer serves as WGA's lead governor for this project.

A number of public and private sector organizations play roles in meeting the need for worker education including: secondary vocational education, community colleges and other schools of higher education, state and federal training assistance programs, corporate education, military training, proprietary schools, and a wide variety of community based programs. The responsibility of state government in meeting the needs for education, training and retraining present important challenges to state policy makers. On average, formal education appropriations account for more than 50% of state government budgets in the West. Yet a relatively small percentage of these investments are targeted to worker training programs. It is timely for states to reevaluate their education investments to determine whether marginal dollars could be invested more effectively in meeting occupational education needs as well as global competitiveness challenges.

WGA's work this year presents options for sorting out state roles and responsibilities and for redefining state human capital investments. The governors will consult with major public and private sector interests as they consider which options have the most promise in light of expected workforce demographics, workplace needs, and the realities of state budgets.

Recent WGA Publications on Workforce Education:

- *Occupational Education, Economic Competitiveness and the West*
- *Human Capital Investment for State Economic Development*

RURAL DEVELOPMENT

WGA began examining distress in rural western counties in 1987. An overview of the problem was highlighted in the report Distressed Rural Western Counties: 1969-1990 which concluded that one out of every three counties in the West was suffering from some form of economic distress. WGA then embarked, with funding from the Economic Development Administration and Ford Foundation, on a more detailed look at how state leaders can diagnose impediments to rural economic growth and target the right state assistance to overcome those obstacles. Working with SRI International, WGA held three regional workshops to refine the diagnosis handbook titled Connecting Rural Economies. Approximately forty people attended the workshops and represented governors' policy, economic development, trade, and employment offices; as well as local governmental officials, business interests, universities and federal agencies.

Governor Michael Sullivan, co-lead governor on rural development, hosted a workshop in Casper, Wyoming (3/28-29). Governor Garrey Carruthers, the other lead governor, hosted a second workshop in Albuquerque, New Mexico (4/11-12). Governor Cecil Andrus hosted the final workshop in Boise, Idaho (4/18-19). WGA and SRI are in the process of providing technical assistance to three states (ND, WA, and UT) to help develop strategic state plans for providing targeted technical development assistance to rural communities. WGA is also exploring the role colleges and universities can play in providing economic development assistance to local entrepreneurs and communities to encourage economic growth.

Recent WGA Publications on Rural Development:

- *Connecting Rural Economies*
- *Strategies for Rural Economic Health*
- *Distressed Rural Western Counties: 1969-1990*

TRADE

WGA's international trade program is based upon the premise that governors can play a pivotal role in improving the long-term strength of the West as a region in the international marketplace. The West's proximity to the Pacific places the region in an increasingly important situation in the nation's trade picture. Furthermore many western products which are traded have shown recent improvements due to the depreciation of the dollar. The challenge which now confronts governors is to strengthen competitive capabilities in the West, given the unique positioning of the region's economy. Governors George Deukmejian, Richard Bryan and John Waihee are the current lead governors for WGA's international trade program.

During the 1988 fiscal year, the WGA has attempted to improve relations with the West's border trading partners. The U.S. and Canada share the largest bilateral trade relationship in the world. As the two countries have considered entering into a Free Trade Area Agreement (FTA), the WGA has played an active role in monitoring and advocating governors' positions on the agreement.

The WGA also encouraged and assisted with the organization of a U.S.-Mexico Border Governors' Conference which was held in December involving the governors of Arizona, California, New Mexico, Texas and six Mexican border state governors. The purpose of the meeting was to provide the governors with an opportunity to re-establish the Border Governor's Conference after some years of inactivity, and to discuss the issue of economic development. In particular, the governors analyzed the role of maquiladora industries in the region, and agreed to endorse the development of environmentally sound maquiladora investments for economic growth in the border region.

In keeping with a mandate to forge alliances with key international trade interest groups in the West, the WGA has worked closely with groups such as the Western States' Strategy Center, the Mansfield Foundation, the Japan-Western U.S. Association, the Western Regional Council, the Western Senate Coalition, and various other organizations.

WGA is continuing to monitor trade policy affecting western states' interests. During the past year, WGA has monitored federal trade policy issues such as: bilateral trade relations with Canada, Mexico and Japan; the omnibus trade bills, and the GATT negotiations. In addition, articles about innovative state government trade programs are included in the Western Report newsletter.

Recent WGA publications on Economic Development and Trade:

- *Global Competition and the Western States*
- *International Competitiveness in the West: The Public's View*
- *The Trade Deficit, Global Capital Flows and the Exchange Rate*

INDIAN WATER RIGHTS

After years of expensive, protracted litigation over reserved Indian water rights, several negotiated settlements have been concluded among the parties directly involved and implementing bills reflecting these settlements are now before Congress. Because of concern over precedents being established in these initial bills, they are facing close scrutiny from parties not directly affected by the settlements.

For the past six years, WGA has participated in the Ad Hoc Group on Reserved Indian Water Rights, along with representatives from the Western Regional Council, the National Congress of American Indians, the Council of Energy Resource Tribes, and the Native American Rights Fund. The purpose of the group has been to promote negotiated settlement of Indian water rights disputes. Governor Sullivan has served as WGA's lead governor on Indian water rights.

In May the Ad Hoc Group joined with the Western Senate Coalition to convene a workshop in Washington, D.C. for key congressional and administration staff to develop guidelines for how to get settlements enacted. Although agreement was not reached on specific issues such as whether water marketing should be allowed off-reservation or the extent of the federal trust responsibility, there was consensus that the Ad Hoc Group should intensify its efforts to define and work for the precedents it would like to see set. Workshop attendees agreed that the meeting was useful and should be repeated as more experience is gained with trying to enact settlements.

STATE-TRIBAL RELATIONS

For the past 25 years, tribes and states have gone to court often to clarify Indian rights. However, as the framework of rights gets established, it should become increasingly possible for states and tribes to negotiate over implementation and management, rather than end up in court or live in uncertainty. The western governors are inviting tribal governors to meet with them this fall to identify common goals and ways to reduce barriers to achieving them. The governors hope both to improve relations between states and tribes and to begin strengthening cooperation between states and tribes on such issues as economic development, service delivery and environmental protection. Governor Ted Schwinden and Governor George Mickelson have served as lead governors for WGA on this effort.

In preparing for the meeting, WGA wishes to acknowledge the valuable advice and counsel it has received, both from the states and from tribal organizations including the National Congress of American Indians, the Council of Energy Resource Tribes, the Native American Rights Fund, the American Indian Resources Institute, the Commission on State-Tribal Relations, and the Governors' Interstate Indian Council.

NUCLEAR WASTE TRANSPORTATION

Federal plans for disposing of this nation's nuclear waste calls for the transportation of unprecedented quantities of radioactive waste, principally from the East, through eleven western states. The U.S. Department of Energy (DOE) is responsible for administering two programs which propose to transport and store radioactive wastes in the West: the Waste Isolation Pilot Plant (WIPP) which will begin shipping transuranic and limited amounts of high-level waste to Carlsbad, New Mexico in October, and the congressionally designated high-level waste repository site at Yucca Mountain, Nevada, which is scheduled to receive waste by 2003.

Corridor states see the following concerns as not being addressed by either Congress or the DOE: selecting routes; ensuring safe drivers, vehicles and cargo; communicating unsafe weather and road conditions; funding the necessary state programs; and implementing effective emergency preparedness programs. In January, the WGA Executive Committee established a priority program for resolving western corridor state issues related to the transportation of nuclear waste. The governors in February discussed their concerns and frustrations with the Western Senate Coalition. Based on these discussions, Governor Booth Gardner appointed a Task Force on Nuclear Waste Transportation. Governors Richard Bryan and Neil Goldschmidt co-chair the Task Force, with the other members being Governors Norman Bangerter, Garrey Carruthers and Booth Gardner. The Western Interstate Energy Board will provide technical assistance to the Task Force as it addresses policy issues.

The Task Force has taken the following actions in an effort to institute a cooperative program with DOE on western corridor state issues:

- Sent a letter to Senator Tim Wirth (D-CO) supporting a balanced approach to the distribution of federal/state authorities for routing, regulation of shippers, and emergency response to nuclear waste shipments. These comments were in response to Senator Wirth's request during the Western Senate Coalition meeting for input to his bill (S 1269) reauthorizing the Hazardous Materials Transportation Act.
- In cooperation with the Western Interstate Energy Board, WGA interceded with the DOE WIPP program administrators seeking settlement of outstanding routing and emergency response issues. The Department recently began discussions with the western corridor states on issues of routing and vehicle inspections, and has initiated emergency response training in five corridor states.

HAZARDOUS WASTES

At Governor Sullivan's suggestion, WGA has applied for funds from EPA to develop baseline hazardous waste information for the western states. Solid waste managers from the states will guide the effort in an advisory capacity. Section 104(k) of the Superfund Amendments and Reauthorization Act of 1986 mandates that states provide "adequate assurance" to EPA by November 1989 that there is sufficient capacity (existing or planned) to dispose of hazardous waste generated within each state for the next 20 years. Failure to provide adequate assurance could result in the loss of Superfund monies for cleanup of abandoned hazardous waste sites. Several regions throughout the country, including the northwest (AK, ID, OR, and WA), have united to examine current levels of hazardous waste generation, disposal capacity, future volume, interstate flows, and related issues.

WGA's hazardous waste project will provide each state with a comprehensive picture of current and future waste streams, migration of wastes, and disposal capacity in addition to technical assistance to help them prepare for meeting the "adequate assurance" mandate.

MINE WASTES

Under the leadership of Governor Bangert, WGA initiated a process to involve states in the development of national regulations for mining wastes. The U.S. Environmental Protection Agency (EPA) made a determination in July 1986 that such wastes should be managed as solid wastes rather than hazardous wastes. The determination came after completion of a congressionally mandated study to examine if such wastes warranted regulation as hazardous wastes under Subtitle C of the Resource Conservation and Recovery Act (RCRA). EPA's decision to regulate under RCRA Subtitle D, which was established for municipal and industrial waste, requires that specific regulations be developed for mine waste. EPA has completed several initial studies and released draft regulations for public review in May 1988.

The goal of the WGA effort is to provide a coordinated state position on this issue. Because the majority of the nation's mining and processing facilities to be affected by these proposed regulations are located in western states, the West is more significantly impacted as a region than other parts of the nation. There are also significant mining operations with potential adverse environmental impacts in other states, and these states are also being invited to participate in the WGA process. Over the years, the states have developed numerous programs to ensure that mining operations do not endanger health and environmental quality. The WGA effort will provide a means for states to collectively pool their expertise in developing a national program. Because EPA has not previously regulated these wastes, their knowledge and experience is minimal. The states will need to be a driving force if the resultant regulations are to be reasonable and effective.

EXCLUSIVE ECONOMIC ZONE

In 1983 President Reagan proclaimed control over the ocean resources within a 200-nautical mile area off the coast of the United States. This area, the

Exclusive Economic Zone, is the largest and probably the most valuable in the world and is twice the size of the land area under U.S. jurisdiction. For the western coastal states and American flag Pacific islands, the President's Proclamation opens a new frontier, and makes resource management in the EEZ a domestic issue.

At last year's annual meeting western governors adopted a resolution calling for shared federal/state decisionmaking encompassing resource management, development, and regulation. Under Governor Waihee's leadership, WGA recently began an educational program to ensure that all of its members, both coastal and inland governors, understand the overall issues and are knowledgeable partners in the process of management, conservation and development of ocean resources.

The WGA effort is aimed at preparing the governors to participate in drafting legislation to implement the President's Proclamation. The western states are in a unique position to lead in this effort because the Pacific EEZ is likely to be the first developed and because western states have a long history of cooperation with the federal government in developing public land resources.

WASHINGTON PRESENCE

The WGA has maintained an office in Washington for four years. Prior to that the organization was represented by retained counsel. The satellite office serves as the governors' liaison to the western House and Senate delegations, key congressional committees and to the cabinet and other executive branch agencies. The one person office identifies, tracks, analyzes, and reports on federal legislation that affects the western region. A Washington Report is distributed regularly to western governors' offices and to the large number of regional interests developed over the past several years.

A key component of the governors' Washington presence is the network of western congressional offices which is constantly relied upon for information and which also serves as the initial focal point for the Washington office's advocacy efforts. In the past year the governors' interest in and support for increasing their visibility on certain issues with the region's congressional delegation led to an important meeting of western governors and their Senate counterparts. A number of mutual interests were discussed at this February meeting and regular meetings are now being planned.

Historically the West has been well represented in Washington by the more traditional economic interests in the region. These interests (agriculture, timber, mining and energy industries), have typically influenced the policy decisions affecting public lands and water. While the WGA Washington presence continues to monitor and advocate the traditional interests of the West, the governors recognize that the region is changing. In an attempt to represent the spectrum of interests of the region, the Washington office of WGA has focused on both the traditional and new, emerging interests of the governors.

1987-1988 BOARD OF DIRECTORS

Membership

- Governor Booth Gardner, Washington, Chairman
- Governor George Deukmejian, California, Vice Chairman
- Governor Steve Cowper, Alaska
- Governor A. P. Lutali, American Samoa
- Governor Rose Mofford, Arizona
- Governor Roy Romer, Colorado
- Governor Joseph Ada, Guam
- Governor John Waihee, Hawaii
- Governor Cecil Andrus, Idaho
- Governor Ted Schwinden, Montana
- Governor Kay Orr, Nebraska
- Governor Richard Bryan, Nevada
- Governor Garrey E. Carruthers, New Mexico
- Governor George A. Sinner, North Dakota
- Governor Pedro P. Tenorio, Northern Mariana Islands
- Governor Neil Goldschmidt, Oregon
- Governor George S. Mickelson, South Dakota
- Governor Norman H. Bangerter, Utah
- Governor Michael Sullivan, Wyoming

ALASKA



STEVE COWPER (Democrat) was born August 21, 1938, in Petersburg, Virginia, and grew up in Kinston, N.C. He received baccalaureate and law degrees from the University of North Carolina at Chapel Hill. After service in the U.S. Army Medical Corps and Army Reserve, he spent three years as a maritime lawyer in Norfolk, Virginia. Governor Cowper moved to Fairbanks in 1968 and worked as assistant district attorney covering rural Alaska as well as Fairbanks. In 1970, he went to Vietnam as a freelance correspondent and traveled throughout Asia. Returning to Fairbanks and his law practice in 1971, he entered into a number of ventures. He became a partner in an air taxi and cargo business, authored a political column for the *Fairbanks Daily News-Miner*, taught a college course on Alaska lands, and was a diver for a University of Alaska marine research team. He was elected to the Alaska House of Representatives in 1974 and served two terms. He ran for Governor in 1982 and lost by 259 votes in the primary election. Married, three children.

Inaugurated December 1986
Term will expire December 1990

AMERICAN SAMOA



A.P. LUTALI was born December 24, 1919, in Aunu'u, American Samoa. He has had a long career in education and with the judiciary in American Samoa. From 1935 to 1941, he taught school in American Samoa, and from 1951 to 1954 he served as administrative supervisor for public schools. He was chairman of the Samoan Culture Curriculum Committee from 1952 to 1954, a member of the Board of Education from 1955 to 1958, and chairman of the first American Samoan Board of Higher Education, which established the Community College of Mapusaga in 1974. Governor Lutali was admitted to practice in the High Court of American Samoa in 1954, and was one of the founders of the American Samoa Bar Association in 1972. He served as chief judge of the Lands and Title Division. He was elected to the American Samoan House of Representatives in 1955 and served as its speaker. In 1965, he was selected for the American Samoan Senate, where he held a number of leadership posts. He was American Samoa's Washington, D.C. representative from 1975 to 1979. Governor Lutali has served on numerous boards and commissions. He was chairman of the Christian Congregational Church in American Samoa, Eastern Division, in 1980. The governor also served in the U.S. Marine Corps during World War II. Married, nine children. Christian Congregational Church.

Inaugurated January 1985
Term will expire January 1989

ARIZONA



ROSE MOFFORD (Democrat) was born June 10, 1922 in Globe, Arizona. She has been involved in state government for forty-seven years. She worked in the Arizona treasurer's office and the tax commission and served as business manager of *Arizona Highways* magazine before becoming assistant secretary of state in 1953, a position she held for twenty-two years. In 1975, she became assistant director in the Department of Revenue in charge of administration, and in 1977, she succeeded Wesley Bolin as Secretary of State when Bolin became Governor. She won election to her first full term in 1978 and was reelected by a large margin in 1982 and 1986. She is involved in numerous civic organizations and has received many awards for her service from groups such as the Cystic Fibrosis Foundation, the Arizona Retarded Citizens, St. Jude's Children's Research Hospital, the National Guard of Arizona, and the Arizona chapter of the Association of the United States Army. She has served as president of the National Association of Secretaries of State and was the first woman elected as director of the Central Arizona Water Board. Catholic.

Sworn in April 1988

Term will expire January 1991

CALIFORNIA



GEORGE DEUKMEJIAN (Republican) was born June 6, 1928, in Menands, New York. He was raised in upstate New York and graduated from Siena College in 1949 with a B.A. degree in sociology and earned his law degree from St. John's University in 1952. The Governor served in the U.S. Army with the Judge Advocate Corps from 1953 to 1955. He was elected to the State Assembly in 1962 representing Long Beach and served as minority whip. After serving four years in the assembly, he was elected to the state senate where he served for twelve years. Governor

Deukmejian chaired the senate committee on business and professions, the senate subcommittee on narcotics trafficking and served as vice-chairman of the senate judiciary committee. In addition, he was a member of the senate committee on revenue and taxation, audit committee and the California Job Development Board. From 1969 to 1970, he was senate majority leader and from 1974 to 1978 senate Republican leader. As a state senator, he chaired the Governor's Legislative Task Force. In 1978, he was elected Attorney General of California. Four years later he was elected Governor and in 1986 was reelected to a second term by one of the largest vote margins in state history. Married, three children. Episcopalian.

Inaugurated January 1983

Reelected November 1986

Term will expire January 1991

COLORADO



ROY ROMER (Democrat) was born in Garden City, Kansas, on October 31, 1928, and grew up near Holly in southeastern Colorado. During his high school years, he ran a small country grain elevator, and assisted in family farm and ranch operations. He received a bachelor's degree in agricultural economics from Colorado State University and a law degree from the University of Colorado. He also studied ethics at Yale University. A member of the U.S. Air Force, he was a military prosecutor during assignment in Germany. Fascinated by flying, he began his business career by opening a flying school. This later expanded into land development and the equipment business. He eventually opened John Deere outlets in four states. From 1958-1966, he served in the Colorado House of Representatives and in the Colorado State Senate. Governor Romer returned to public service in 1975, first as Colorado's commissioner of agriculture, then as the Governor's chief of staff. He was appointed state treasurer in 1977, and later elected to two four-year terms 1978-1986. Married, seven children. Presbyterian.

Inaugurated January 1987
Term will expire January 1991

GUAM



JOSEPH ADA (Republican) was born in Guam on December 3, 1943. He graduated from John F. Kennedy High School in Tumon, Guam and attended the College of Guam for two years before enrolling in the University of Portland, Oregon in 1965. Governor Ada graduated from Portland University with a Bachelor's Degree in Corporate Finance in 1968, and assumed the role of Assistant General Manager of Ada's Inc., upon his return to Guam. Two years later, in 1970, he was appointed Deputy Director of the Department of Public Works by Governor Carlos

G. Camacho. He began his career in public service as a Senator with the 12th Guam Legislature in 1973, and won subsequent terms to the 13th and 14th Guam Legislatures during which he was chosen by his colleagues to serve as Speaker. In 1979, as Governor Paul M. Calvo's running mate, he earned the distinction of being Guam's youngest Lieutenant Governor. Governor Ada resumed his position with Guam's law-making body four years later, being elected to consecutive terms with the 17th and 18th Guam Legislatures. Married, three children.

Inaugurated January 1987
Term will expire January 1991

HAWAII



JOHN D. WAIHEE III (Democrat) was born May 19, 1946, in Honokaa, Hawaii. He received his bachelor's degree in history and business from Andrews University in Michigan, and completed requirements for a master of arts degree in urban planning from Central Michigan University. In 1976, he received a law degree from the University of Hawaii. Governor Waihee was engaged in private law practice from 1975-82. In 1980, he was elected to the state House of Representatives and in 1982 he was elected lieutenant governor of Hawaii. Governor Waihee

was a delegate to the 1978 state Constitutional Convention and the Democratic Party State Convention in 1972, 1974, 1976, 1978, and 1982. He is a member of the American Bar Association; former director, Legal Aid Society of Hawaii; and a former board member, Hawaii Bar Association. He is a member of Kalakaua Lions Club, Filipino and Japanese Chambers of Commerce, and the Kallhi-Palama Hawaiian Civic Club. Married, two children.

Inaugurated December 1986

Term will expire December 1990

IDAHO



CECIL D. ANDRUS (Democrat) was born August 25, 1931, in Hood River, Oregon. He worked as a lumberjack and managed a sawmill before attending Oregon State University. He served in the U.S. Navy during the Korean War, returning to Orofino, Idaho after the war. Governor Andrus was elected to the Idaho State Senate at age 29, working in the areas of agriculture, conservation, business, and education. He was first elected governor of Idaho in 1970, and reelected in 1974. In 1977, he was appointed Secretary of the U.S. Interior Department. After

-serving a full, four-year term, he returned to Idaho to set up a private business as a natural resource consultant. While Governor of Idaho, he was chairman of the former Western Governors' Conference, and was chairman of the National Governors' Association in 1976. Married, three children. Lutheran.

First inaugurated January 1971

Reelected November 1974

Left office January 1977

Reelected November 1986

Term will expire January 1991

MONTANA



TED SCHWINDEN (Democrat) was born August 31, 1925, in Wolf Point, Montana. After graduating from Wolf Point High School in 1943, Governor Schwinden enlisted in the U.S. Army, serving until 1946. The governor attended the Montana School of Mines for a year before transferring to the University of Montana, where he received bachelor's and master's degrees in history and political science in 1949 and 1950. From 1950 to 1954, Governor Schwinden did post-graduate work at the University of Minnesota. He has owned a grain farm in

Montana since 1954. In 1958, he was elected to the Montana House of Representatives. He was named to the Legislative Council in 1959 and 1961 and served as House minority whip during the 1961 session. In 1965, Governor Schwinden was elected president of the Montana Grain Growers Association, a position he held for two years. U.S. Secretary of Agriculture Orville Freeman selected the governor to represent the United States on a wheat trade mission to Asia in 1968. In 1969, he was named commissioner of state lands. He was reappointed in 1973 and served until April 1976 when he resigned to become a candidate for lieutenant governor. He served as lieutenant governor from 1977 until 1981, when he was sworn in as governor. Married, three children.

Inaugurated January 1981
Reelected November 1984
Term will expire January 1989

NEBRASKA



KAY A. ORR (Republican) was born in Burlington, Iowa on January 2, 1939. She was educated in schools in Iowa and California, and then attended the University of Iowa. In 1963, Governor Orr and her family moved to Lincoln, Nebraska, where she became an active leader in the Republican party at the local, state, and national levels. Beginning with her election as co-chair of the Lancaster County Young Republicans in 1967, she has since been honored with numerous party positions, including election as a delegate to the national conventions of 1976, 1980, 1984

and 1988. She has served as the co-chair of the party's platform committee and is now the first woman chair of the 1988 Republican Platform Committee. She has served as Nebraska state treasurer since 1981, and has served on the Lincoln General Hospital Planning Committee Board of Directors, and the Hastings College Board of Trustees. In 1985, Governor Orr was appointed to the U.S. Department of Agriculture's National Agricultural Research and Extension Users Advisory Board, and to the President's Advisory Committee on the Arts for the John F. Kennedy Center for the Performing Arts. She was also regional vice president of the National Association of State Treasurers, and is listed in Who's Who of American Women, Who's Who in America, and Who's Who in the Midwest. She is the first woman Republican Governor in the United States. Married, two children.

Inaugurated January 1987
Term will expire January 1991

NEVADA



RICHARD H. BRYAN (Democrat) was born July 16, 1937, in Washington, D.C. He is a graduate of the University of Nevada, Reno, and served in the U.S. Army and Army Reserve. The governor earned a law degree from the University of California, Hastings College of Law. He was admitted to the Nevada Bar in 1963 and a year later was appointed deputy district attorney in Clark County. He served as prosecutor for two years and, in 1966, became Nevada's first public defender and the youngest public defender in the nation. In 1968, Governor Bryan became

legal counsel for the Clark County Juvenile Court. That same year, he was elected to Assembly District 3 in Clark County and went on to serve a second term. Governor Bryan won election to the state senate in 1972, was reelected, and served as chairman of the taxation committee and the education committee. He was elected Nevada attorney general in 1978. Married, three children. Episcopalian.

Inaugurated January 1983

Reelected November 1986

Term will expire January 1991

NEW MEXICO



GARREY E. CARRUTHERS (Republican) was born August 29, 1939. He received a bachelor's degree in agriculture in 1964, a master's degree in agricultural economics in 1965 from New Mexico State University, and a doctorate in economics in 1968 from Iowa State University. Governor Carruthers served as assistant secretary of the U.S. Department of Interior for land and minerals management in 1983-84, and assistant secretary for land and water resources from 1981-83. He is president of Garrey Carruthers Associates, Inc., which he formed in 1977. He

taught at New Mexico State University in the department of agricultural economics and agricultural business from 1968-85. Governor Carruthers was a special assistant in the U.S. Department of Agriculture and a White House Fellow in 1974-75. In the New Mexico Republican Party, he was chairman from 1977-79, and served on the state central committee and the executive committee. He was a member of the Republican National Committee in 1977-79. Governor Carruthers was recently appointed to the President's Privatization Commission, and is a member of the National Public Lands Advisory Council and the advisory committee to the U.S. Department of Interior on public lands and natural resource-related policies. He is a past chairman of the Border Governors' Conference. Married, three children. Methodist.

Inaugurated January 1987

Term will expire December 1990

NORTH DAKOTA



GEORGE A. SINNER (Democrat) was born May 29, 1928, and grew up at Casselton, North Dakota. He received a bachelor's degree in philosophy from St. John's University in 1950. Governor Sinner is a partner in Sinner Brothers and Bresnahan, a diversified farming partnership in Casselton. His agricultural background led to his involvement with the Red River Valley Sugar Beet Growers Association, where he served as president of the board from 1975 to 1979. In that capacity, he did extensive lobbying in Washington, D.C., on farm legislation. He was also the

chief proponent and the first chairman of the Northern Crops Institute, a four-state international marketing institute located in Fargo, North Dakota. Governor Sinner was elected to the North Dakota Senate in 1962 and served through 1966. In 1972, he was a delegate to the North Dakota Constitutional Convention. He was elected to the North Dakota House of Representatives in 1982, and chaired the Finance and Taxation Committee during the 1983 Legislature. Governor Sinner was a member of the State Board of Higher Education from July 1, 1967, through June 30, 1974 and was board chairman in 1970. He was the driving force behind the Tri-College University, formed in 1970. He was a member of the North Dakota Public Broadcasting Council from 1968 to 1973, the Greater North Dakota Association Board, and served as first chairman of the Southeast Regional Mental Health and Retardation Clinic. He served on active duty with the U.S. Air Force in 1951 and 1952. Married, 10 children. Catholic.

Inaugurated January 1985

Term will expire January 1989

NORTHERN MARIANA ISLANDS



PEDRO P. TENORIO (Republican) was born on the island of Saipan on April 18, 1934. Governor Tenorio completed his secondary education in Guam and attended the Territorial College of Guam (now the University of Guam). He spent several years as a supervisor for the Naval Administration Unit and the Naval Technical and Training Unit, as an intermediate school teacher and as an executive manager for a private business in Saipan. He later served in the Congress of Micronesia and is a former member of the Marianas District Legislature. In 1978,

when the Northern Marianas became a commonwealth, the Governor was elected vice president of the Senate and chairman of the Programs Committee. In 1980, Governor Tenorio became president of the Senate, a position in which he served until he was elected Governor. He is the second elected Governor of the Commonwealth of the Northern Mariana Islands. Married, eight children, Catholic.

Inaugurated January 1982

Reelected November 1985

Term will expire January 1990

OREGON



NEIL GOLDSCHMIDT (Democrat) was born June 16, 1940, in Eugene, Oregon. He is a graduate of the University of Oregon, where he was president of the student body. He earned a law degree from the University of California's Boalt School of Law in 1967. First elected to the Portland, Oregon, City Council in 1970, he became the nation's youngest mayor when he was chosen Portland's mayor two years later. Governor Goldschmidt was named Secretary of the United States Department of Transportation in July 1979, and was known for his initiatives to revive the

ailing automobile industry. He returned to Oregon in 1981, where he joined the NIKE sports equipment and apparel company. He served first as vice president for international marketing, and, more recently, as president of NIKE's Canadian subsidiary, NIKE Canada. He served on the board of directors of National Semiconductor, Infocel, the Kaiser Foundation Health Plan, and the Gelco Corp. Married, two children. Jewish.

Inaugurated January 1987

Term will expire January 1991

SOUTH DAKOTA



GEORGE S. MICKELSON (Republican) was born January 31, 1941, in Mobridge, South Dakota. He attended elementary school in Selby, and in Pierre while his father served as governor. Mickelson is a graduate of Washington High School, Sioux Falls; the University of South Dakota, Vermillion, in 1963; and the University of South Dakota School of Law, in 1965. He served in the U.S. Army in Vietnam, attaining the rank of captain. Governor Mickelson has served as assistant attorney general, as a special prosecutor in the attorney general's office, and Brookings

County state's attorney. He served six years in the South Dakota House of Representatives, where he was elected Speaker of the House, and served on the Taxation, Judiciary, State Affairs, and Intergovernmental Relations committees. He served four years as chairman of the State Board of Pardons and Paroles. Governor Mickelson has been chairman of the Brookings United Way; active in Boy Scouts, where he received the Dacotah District Award of Merit; fundraising chairman for the Olympic Committee; board member and chairman of the State Easter Seal Society Personnel Committee; a member of the Brookings and State Chamber of Commerce; and a member of the Industrial Development Committee in Brookings. Married, three children. Methodist.

Inaugurated January 1987

Term will expire January 1991

UTAH



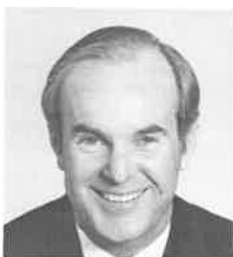
NORMAN H. BANGERTER (Republican) was born on January 4, 1933, in Granger, Utah. He attended Brigham Young University and the University of Utah. A building contractor and a veteran of 25 years in Utah's home building and real estate development industries, Governor Bangerter is former president of NHB Construction, a former partner in Bangerter and Hendrickson, and former secretary of Dixie-Six Land Development. Governor Bangerter served for 10 years as a member in the Utah Legislature. From 1980 to 1985, he held a variety of leadership

posts in the legislature, including speaker of the Utah House of Representatives, majority leader and assistant majority whip in the House, and member of the Executive Appropriations Committee. Named as one of the top 10 legislators in America by the national Republican Party in 1983, Governor Bangerter served on the governing board of the national Council of State Governments, and the Legislative Management Committee of the National Conference of State Legislatures. Governor Bangerter was Chairman of the Western Governors' Association in 1986-87. Married, six children. Latter-Day Saint.

Inaugurated January 1985

Term will expire January 1989

WASHINGTON



BOOTH GARDNER (Democrat) was born in Tacoma, Washington on August 21, 1936. Governor Gardner received a bachelor's degree in business from the University of Washington in 1958 and a master's degree in business administration from Harvard University in 1963. In 1966, he served as assistant to the dean of Harvard Business School. From 1967 to 1972, he was director of the School of Business and Economics at the University of Puget Sound in Tacoma. Governor Gardner served as a state senator from 1970 to 1973. From 1972 to 1980, he was president of

the Laird Norton Company, a building materials and supply firm doing business in eleven states. From 1981 through 1984 he served as the Pierce County (Washington) Executive. Governor Gardner is a member of the Young Presidents Organization. He has served on the board of directors of: The Weyerhaeuser Company; Metropolitan Building Corporation; Puget Sound National Bank; Washington Mutual Savings Bank; University of Puget Sound; the National Council of Foundations; Washington Commission for the Humanities; and the Troubleshooters, the state advocacy agency for the developmentally handicapped. He founded the Seattle Mental Health Institute and the Central Area Youth Association. His major hobby is coaching the Cozars, a girls' soccer team which has won numerous state and national honors. Governor Gardner is Chairman of the Western Governors' Association. Married, two children. Assembly of God.

Inaugurated January 1985

Term will expire January 1989

WYOMING



MICHAEL (MIKE) J. SULLIVAN (Democrat) was born September 22, 1939, in Omaha, Nebraska. He grew up in Douglas, Wyoming, graduating with honors from the Converse County High School in 1957. He received a bachelor of science degree in petroleum engineering and a law degree with honors, from the University of Wyoming. Governor Sullivan has practiced law since 1964 in Casper, Wyoming, with primary emphasis on trial practice associated with defense of personal injury and medical malpractice litigation. He served as Wyoming's representative to the Interstate Oil Compact Commission, as a trustee of the Natrona County Memorial Hospital for 10 years, and is a past member of the state Department of Economic Planning and Development Advisory Board. Married, three children.

Inaugurated January 1987
Term will expire January 1991

WGA BACKGROUND AND OBJECTIVES

The Western Governors' Association is an independent, nonpartisan organization of governors from 16 western states, two territories and a commonwealth established in 1984.

The Association grew out of the need for strong regional leadership as the West emerges as an important force nationally and internationally. It is based on the idea that there are many vital issues, concerns and opportunities that span state lines and are shared by governors throughout the West. The spirit of the WGA is one of the boldness and intelligence, for it is those characteristics that typify the West and the leaders who will shape the region's future.

The WGA is a leader in identifying and addressing key issues of interest to western states and articulating that regional perspective. It assists governors in developing strategies for tackling both the complex, long-term issues facing the West and the region's immediate needs. It is a vehicle through which governors can advocate policies of regional interest on national and state levels. It serves to educate policy makers, the media and the public about important western issues such as natural resources, the environment, international trade, economic development and fiscal issues.

The WGA has six basic objectives:

1. *To serve as a regional leadership forum.* The WGA provides a forum for governors and leaders in fields such as business, education and government to exchange ideas, positions and experiences.
2. *To develop regional approaches to policy management.* The WGA enables governors to identify issues of regional concern, to form policy regarding those issues and coordinate actions that promote and protect western interests over the long-term.
3. *To form regional coalitions.* Through the WGA western governors can form coalitions to collectively express their position on matters of shared interest, and together advocate a western agenda before Congress and the Executive branch of the federal government.
4. *To serve as a research resource.* The WGA is staffed by experts in western issues and maintains an up-to-date information base on a wide range of subjects important to western policy makers, business leaders and educators. The WGA produces white papers and other analyses used in the development of policy on matters important to the West.
5. *To nurture efficient state government and interstate cooperation.* Through the WGA, governors and their staffs exchange information and ideas about problem solving, and a wide range of practical management concerns. The sharing of information helps governors develop efficient ways of managing their resources and builds rapport among gubernatorial staffs.

6. *To build public understanding of western issues.* The WGA actively communicates with the media and public about issues facing the West. Through its annual convention, meetings, media briefings and background papers, it provides timely information for reporters and the public. The WGA particularly strives to provide the perspective and background necessary to understand many of the complex issues of concern to westerners such as natural resource policy, trade and economic issues.

WGA members include the governors from Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, Wyoming, Guam, American Samoa, and the Northern Mariana Islands.

Mode of Operation

The WGA Board is composed of the governors of the 16 states, two Pacific territories and one commonwealth which are members of the association. The Board meets at least once each year at the annual meeting, but typically meets several times a year as needed. The new chairman is elected and the WGA work plan and budget are approved at the annual meeting.

An *executive committee* consisting of the current chairman, chairman-elect and the immediate past chairman can act on policy, work plan, and budget matters when necessary. In general practice, the WGA chairman exercises considerable discretion in establishing the WGA program during his term and directing its activities.

Most governors have one or more issues for which they choose to serve as *lead governor*. A lead governor, with the concurrence of the chairman, directs the issue activities, develops proposed positions, chairs related meetings, and provides testimony if advisable. WGA staff is responsible for providing needed assistance, under the direction of the governor or his designee.

In the intervals between gubernatorial meetings, a *staff council* meets regularly to review and provide guidance for WGA activities. The Staff Council is composed of the chief of staff or top policy adviser for each governor. The Staff Council is chaired by the representative of the WGA chairman. The Staff Council is advisory and it functions to: review the WGA proposed work plan, budget, and policy resolutions; review briefing materials for the governors; work out interstate differences on regional approaches; and provide guidance to WGA staff on the conduct of their activities, especially those within each member's state.

Not-for-Profit Status

The Western Governors' Association is a not-for-profit organization incorporated in the state of Colorado. It is recognized by the Internal Revenue Service as an instrumentality of each and all of its member states. Contributions to WGA are thereby exempt under section 170 (c) of the IRS code.

The WGA Board of Directors has also established and serves as the Board of Directors for an affiliated 501(c) (3) public foundation, the Western Governors' Foundation.

WGA Staff

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Jo Clark, Director of Programs

R. Philip Shimer, Washington Representative

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