



WESTERN GOVERNORS' ASSOCIATION

Annual Report

July 1, 1993 - June 30, 1994

Lake Tahoe, Nevada

MESSAGE FROM THE CHAIR

Welcome to Lake Tahoe! This setting of great beauty seems most apropos for our annual meeting of Western Governors. Great natural wonders abound throughout all of our western states, and certainly Lake Tahoe reminds us of our responsibilities as Governors to promote wise stewardship of our natural heritage. We are also charged with the responsibility of helping the people of our region to reach their full potential in a time of great change and great challenges.

Our Western traditions and values teach us that the keys to success are self-reliance, optimism, and sweeping vision. Accordingly, our agenda for this Western Governors' Association annual conference is forward-looking, ambitious, and wide-ranging.

Our Association has made great strides in the productive exchange of ideas and the mutual support of all of our members. We have created a powerful and positive synergy from the collective talent, energy and wisdom that resides in the Western Governors' Association.

I look forward to the dialogue and decision-making of these four days. I know that we're taking giant steps on behalf of all Westerners toward a better future.

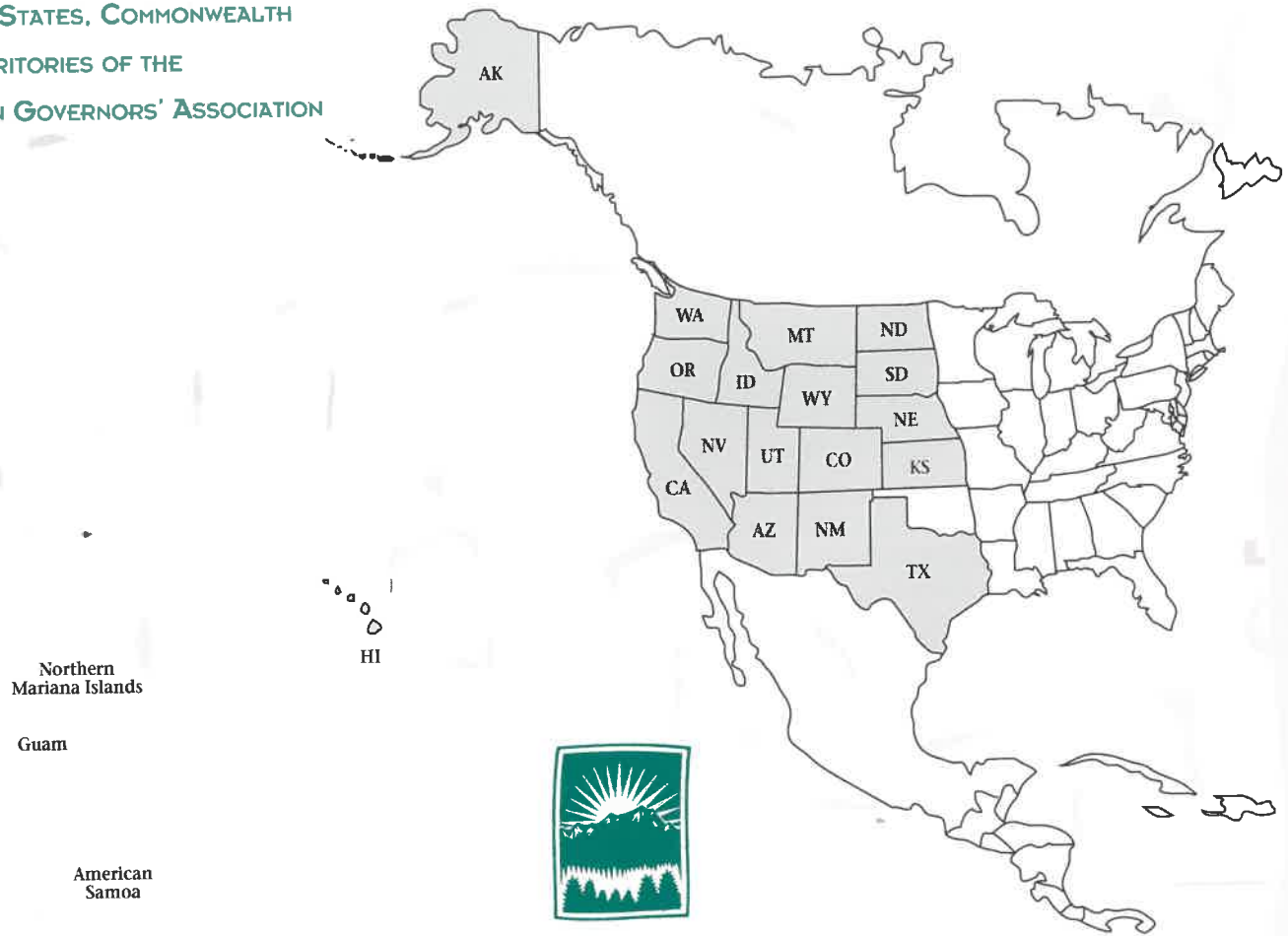


Bob Miller

Chairman

Western Governors' Association

**MEMBER STATES, COMMONWEALTH
AND TERRITORIES OF THE
WESTERN GOVERNORS' ASSOCIATION**



WESTERN GOVERNORS' ASSOCIATION

*Annual Meeting
June 11 - 14, 1994
Lake Tahoe, Nevada*

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MISSION

Established in 1984 through the merger of two governors' organizations, the Western Governors' Association (WGA) is an independent, nonpartisan organization of governors from 18 western states, two Pacific territories and one commonwealth. The Association was formed to provide strong regional leadership in an era of critical change in the economy and demography of our region. The organization is founded on the understanding that the vital issues and opportunities shaping our future span state lines and are shared by governors throughout the West. The spirit of the WGA is one of boldness and intelligence, for it is those characteristics that typify the West and its leaders.

The WGA identifies and addresses key policy and governance issues in natural resources, the environment, human services, economic development, international relations and fiscal management. Governors select the issues based on regional interest and impact. WGA helps the governors develop strategies both for the complex, long-term issues facing the West and for the region's immediate needs. Governors use the WGA to develop and advocate policies that reflect regional interests and relationships in debates at the national and state levels.

THE WGA HAS SIX BASIC OBJECTIVES

1. DEVELOP AND COMMUNICATE REGIONAL POLICY

The WGA enables governors to identify issues of regional concern, to formulate regional policy for those issues, and to take action that promotes western interests.

2. SERVE AS A LEADERSHIP FORUM

The WGA provides a forum for governors and other leaders to exchange ideas, positions and experiences.

3. BUILD REGIONAL CAPACITY

Through the WGA, governors and their staffs exchange information and ideas about problem solving for a wide range of practical management concerns. The exchange helps governors manage their resources more efficiently and builds rapport among governors, cabinet officers and gubernatorial staffs in the region.

4. CONDUCT RESEARCH AND DISSEMINATE FINDINGS

The WGA develops and maintains up-to-date information 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. FORM COALITIONS AND PARTNERSHIPS TO ADVANCE REGIONAL INTERESTS

Through the WGA, western governors form coalitions to express collectively their positions on matters of shared interest and together advocate a western agenda before Congress and the executive branch of the federal government.

6. BUILD PUBLIC UNDERSTANDING AND SUPPORT FOR REGIONAL ISSUES AND POLICY POSITIONS

Through its annual convention, meetings, media briefings, background papers, and the Western Governors' Report, WGA provides timely information for media and the public.

FISCAL YEAR 1994 IN REVIEW

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

WGA plans, manages and reports on its activities in four program areas: Environmental Management; Lands and Waters; Regional Development; and state-federal relations through the Washington, DC, office.

ENVIRONMENTAL MANAGEMENT

Grand Canyon Visibility Transport Commission

Tourism is the West's third largest industry, and what attracts millions of visitors are the unique, magnificent views found in our parks and wilderness areas. Through the Grand Canyon Visibility Transport Commission, the WGA is working to improve and protect the West's grand vistas, whether its the ability to see miles across the Grand Canyon or to enjoy the vast landscapes visible from the Anasazi ruins of Mesa Verde.

The Commission was established following passage of the 1990 Clean Air Act Amendments. Its task is to assess what, if any, actions should be taken to preserve clear days and improve existing visibility impairments in national parks and wilderness areas on the Colorado Plateau. In 1992, the Commission adopted a work plan and established a committee structure to carry out the job. The committees include representatives from industry, environmental groups, all levels of government and academic institutions.

Governor Fife Symington of Arizona chairs the Commission, whose membership includes Arizona, California, Colorado, Nevada, New Mexico, Oregon, Utah and Wyoming. The Commission also has ex-officio members from the Environmental Protection Agency, the U.S. Fish and Wildlife Service, Bureau of Land Management, the U.S. Forest Service and the U.S. Park Service. The Commission is staffed by the WGA.

Over the last year, the Commission has made significant progress toward the final report that will be submitted to EPA's Administrator by November 15, 1995. It has developed options for managing a number of emissions and set criteria for evaluating those options. An emissions inventory for the West has also been developed as well as a method to evaluate the concept of clean air corridors. To ensure that all viewpoints were considered, the Commission held 14 public meetings throughout the West. The public outreach efforts

have also included workshops for the region's Indian tribes, who have become increasingly involved in the Commission's work.

During the upcoming year, the Commission will analyze different scenarios for managing emissions, assess their effectiveness in reducing visibility impairment and consider their economic, social, environmental, equity, and administrative implications. Public outreach efforts will continue, including a new series of public meetings in the spring of 1995 to solicit comments on a draft of the final report. Of primary importance is that the Commission's recommendations to the EPA meet both the goals of the Clean Air Act and protect the interests of Western States.

Recent Reports:

- *Internal Communications Plan (1993)*
- *Grand Canyon Visibility Commission, External Communications Plan (1993)*
- *Matrix Concept Paper: Data Needed from the Technical Committee by the Alternatives Assessment Committee to Assess Emissions Control Strategies to Manage Visual Air Quality in the Grand Canyon and Golden Circle (1993)*
- *Pollution Control: Costs, Techniques & Effectiveness; Review of Existing Information (1993)*
- *Selective Review of Literature on Regional Haze Regulatory Strategies (May 1993)*
- *Results of Workshop on Options for Protecting and Improving Visibility (1993)*
- *Results of Workshop on Technical Methods for Examining Clean Air Corridors (1993)*

Hazardous Waste

Under the leadership of Utah Governor Michael O. Leavitt, the WGA focused its efforts in three areas involving hazardous waste: providing financial and technical assistance to sixteen western states and the Pacific territory of Guam to prepare their 1993 capacity assurance plans (CAPS) for submission to the Environmental Protection Agency; implementing state, waste minimization programs; and completing a waste flow analysis for the western U.S.-Canadian border region. WGA's hazardous waste policies are contained in WGA Resolutions 91-015 (CAP) and 93-015 (relations with Western Canada).

1994 Capacity Assurance Planning

The West has continued its leadership in planning for the management of its hazardous waste on a regional basis. Through the Western Regional Hazardous Waste Capacity Assurance Agreement and the Regional Dialogue, the western

states have worked cooperatively to address western hazardous waste management capacity issues, including waste minimization, interstate movement of waste, and planning for future capacity needs.

In 1994, the Environmental Protection Agency issued guidelines for preparing the 1993 Capacity Assurance Plans and defined a national program for determining management capacity needs through 2013. The western states, through the Hazardous Waste Technical Group, agreed in March 1994 to reaffirm the western regional approach to capacity planning and to certify to EPA that the western states have implemented waste minimization programs, and that collectively, they have sufficient capacity to meet the West's treatment and disposal needs for the next 20 years. States must make this certification in order to remain eligible for Superfund monies to clean up old waste sites.

The Administrator, in 1993, issued her "Draft Combustion Strategy," which proclaimed that there is sufficient incineration capacity for hazardous waste treatment. Given this assumption, the EPA has attempted to develop a national methodology for CAPS, and has run into data, capacity, and methodological problems. Nationally, much of the proposed future incineration capacity has been withdrawn from the permitting process, leaving a potential shortfall outside the West in twenty years.

The West remains committed to the position that states must be responsible in implementing aggressive waste minimization programs that balance the development of appropriate treatment, storage, and disposal capacity. To ensure regional responsibility and equity, the West has reaffirmed that it does not intend to become the primary waste depository for other areas of the country that avoid their responsibilities for developing sufficient capacity to manage waste generated in their regions.

Western Regional Dialogue

The WGA established the Western Regional Dialogue as a forum for states to discuss and resolve interstate hazardous waste issues. This past year, the Dialogue addressed interstate fees, state waste minimization programming, and the EPA's guidance document for capacity assurance planning. Additionally, the states used the dialogue to evaluate each other's progress in meeting the basic requirement that each state demonstrate it is being responsible for managing its wastes. WGA has assisted the states of Colorado, Montana, and Utah by reviewing proposed state legislation and regulations for regional implications.

Waste Minimization

With funding support from EPA, WGA has provided both technical and financial assistance to twenty western states and the Pacific island of Guam to implement hazardous waste planning and minimization programs. These programs are a key resource for western states as they move to reduce the amount of hazardous waste being generated. Additionally, WGA has conducted a review of the states' waste minimization programs and developed two case studies of individual generators to help states identify opportunities for waste minimization and improve their program effectiveness. Special projects were also conducted in the states of Colorado, Nevada, Oregon, North and South Dakota, Utah, and Guam on improved compliance reporting and waste minimization planning.

Canada Waste Flow Study

Representatives from the western states and western Canadian provinces met in 1993 to review WGA's findings regarding the movement and policy implications of hazardous waste crossing the international border. This effort was developed in response to direction given by the governors and western premiers during their 1992 and 1993 North American Roundtables. The study merges, for the first time, the databases of twenty western states, five western provinces, EPA, and Environment Canada. In another first, a report published in 1993 presents a picture of the waste flows between the U.S. and western Canada. The report finds that the international flows are small in comparison with the total waste movement in the West, and that significant amounts of the waste are destined for recycling and energy recovery, whether in Canada or the western states.

Recent reports:

- *Individual state reports on waste minimization and data 1991 Biennial Reports*
- *Western States/Western Canada Hazardous Waste Flow Report (1994)*
- *Survey of Western States Hazardous Waste Minimization Activities and Case Studies (1994)*

Nuclear Waste

WGA administers, through a cooperative agreement with the Department of Energy (DOE), a regional planning program for the safe transport of radioactive waste through the West. The program this past year focused on preparing the states for future shipments to the Waste Isolation Pilot Plant (WIPP) in Carlsbad, New Mexico, and on immediate shipments of highly radioactive cesium to Hanford. The program is conducted with guidance from the WGA Transport Technical Advisory Group, which includes governors' designees and representatives from DOE.

In their 1991 Report to Congress, the western governors identified the following issues as necessary for the states to be prepared to support radioactive materials shipments: high quality drivers and carriers, independent inspections of compliance with federal regulations, protocols for bad weather and road conditions, safe parking during abnormal conditions, advance notice of shipments, mutual aid agreements, emergency response planning, training and retraining of local and medical emergency responders, and public involvement.

In 1993, WGA conducted a regional medical preparedness needs assessment of personnel and facilities along the initial WIPP corridor between the Idaho National Engineering Lab and Carlsbad. WGA has worked with DOE to complete medical facility response planning to acquire the necessary monitoring equipment and to train medical staffs, which may be called on pursuant to an accident involving transuranic or other radioactive materials.

The WGA Technical Advisory Group has been working with DOE to address transportation issues regarding other shipments of radioactive waste. WGA and the Technical Advisory Group focused on DOE's environmental assessment, transportation plan, training and emergency response needs, and was successful in securing DOE's compliance with WGA's safe transport protocols and standards. This program will serve as a model whereby states and DOE can address long-term planning for future radioactive waste shipping campaigns.

Recent Reports:

- *Medical Preparedness Needs of the WIPP Corridor States (1993)*
- *Individual State Reports of Safe Transport Activities (1993)*
- *Cesium Transportation Plan Review (1993)*
- *Bad Weather/Road Conditions - Safe Parking Policy for Cesium Shipments (1993)*

Monitored Retrievable Storage Facility

At the governors' direction, WGA worked with individual states and the federal Nuclear Waste Negotiator to address concerns regarding the potential location of a monitored retrievable storage facility (MRS) in the West. To date, WGA has provided technical assistance and information coordination to the states of New Mexico, Wyoming, Utah, Oregon, and Idaho, as tribes and counties in those states considered the MRS facility.

The utility industry, disillusioned with the DOE approach, has initiated separate negotiations with Indian tribes to locate an MRS-type facility in a western state. The Northern States Power Company has established a dialogue with the Mescalero Apache Reservation in New Mexico. Additionally, two other Indian tribes have indicated interest in a private MRS. WGA has an active policy which opposes any MRS in the West for nonwestern radioactive waste.

Mining Regulation

Mining is an integral part of the history of the West and continues to play an important role in the economies and communities of the region. Over the last twenty years as more information has become available about the environmental consequences of old mining practices, western states have refined their approaches to regulating mining operations to ensure that mining takes place in an environmentally sensitive manner.

Many mining operations are conducted on federally owned lands in the West. In June 1993, western governors adopted a policy resolution laying out their views on efforts to reform the federal mining law of 1872. During the last year, western governors have worked with Congress and the Administration to ensure that proposed changes in the federal mining law builds upon effective state regulatory and reclamation programs already in place. Governor Leavitt of Utah has been the lead governor for the region on this issue.

In addition to the governors' work with Congress and the Administration, western mining and environmental directors have met several times to share information on new state approaches to mining regulation and mine waste cleanup. This group, called the Mine Waste Task Force, is led by Utah's director of the Department of Environmental Quality, Dianne Nielson. The EPA provides funding for state travel to enable the task force members to attend these meetings. During the last year the task force also began working cooperatively with federal land management agencies to collect and share information on the location of environmental damage being caused by abandoned mining sites in the region.

Recent reports:

- *Inactive and Abandoned Mines: A Scoping Study (1991)*
- *Recommendations for a National Mine Waste Program under the Resource Conservation and Recovery Act (1992)*
- *WGA Resolution on Mining Regulation (resolution 93-006)*
- *A Survey of Existing and Planned Noncoal Inactive and Abandoned Mine Inventories (1993)*

Waste Remediation Technology Development (DOIT Committee)

The cleanup of federally owned contaminated waste sites left over from a century of mining and the Cold War will be an expensive and time-consuming endeavor. Recognizing this, western governors entered into a partnership with four federal agencies to improve the development of faster, cheaper, and safer technologies to clean up these sites. Governors Andrus, Miller (NV), Leavitt and Wilson sit on the Federal Advisory Committee to Develop On-site Innovative Technologies (DOIT), which is guiding the cooperative effort with the Secretaries of Defense, Energy and Interior and the Administrator of the EPA.

The Committee created four working groups in May 1993 and focused on problems associated with military bases, mining waste, mixed radioactive/hazardous waste, and waste from munitions stockpiles and bombing ranges. In January, these working groups, which are comprised of representatives from states, tribes, federal agencies, private companies, and community and environmental groups, presented the DOIT Committee with their ideas on the problems and opportunities for better technology development and site cleanup practices. In addition, results were presented from two public roundtables on regulatory barriers to new technologies and better practices for speeding up commercialization of technologies.

Thirteen federal installations in the West have been asked by the Committee to test and evaluate new approaches to technology deployment and site cleanup over the next two years. In addition, western state environmental agencies will be testing and evaluating a mechanism to transfer regulatory information from reviews of newly demonstrated technologies to speed usage of promising technologies. The DOIT Committee's working groups will follow the demonstration of these new approaches and will report their findings to the Committee in 1996. Based upon those findings, the Committee will recommend changes to state and federal policy to incorporate the best new approaches.

Recent reports:

- *A Summary of Work Group/Roundtable Findings (1994)*
- *Mixed Waste Working Group Report (1994)*
- *Mine Waste Working Group Report (1994)*
- *Military Munitions Waste Working Group Report (1994)*
- *Military Bases Working Group Report (1994)*
- *DOIT Committee Demonstration Site Resource Manual (1994)*

LANDS AND WATER

Water

The West continues to see rapid changes in the management of western water, resulting from changing values and priorities for the use of water, meeting Indian water rights, growing awareness of needs associated with ecosystem management, continuing efforts to improve water quality, meeting habitat requirements for wildlife, and responding to natural events such as floods and droughts. These changes raise questions related to equity, sustainability, and workability.

WGA continued to build on the results of its Park City workshops by convening a broadly representative group from all levels of government and a wide range of interests for a watershed workshop in Boise, Idaho. The intent of the workshop was to find out how and why resource management efforts organized and implemented around watershed units seem to be succeeding at sustaining or restoring natural resources. Participants at the workshop also tried to determine how these locally driven watershed efforts could best interact with existing institutions and programs. It is clear from this workshop that inclusive, bottom-up approaches in the watershed are critical to success. At the same time, the state and federal roles of developing goals, standards, data, and resource assistance are also critical. The challenge for the West, as well as the nation, is to integrate the bottom-up efforts with the top-down programs and policies in a way that gets the job done with the least amount of hardship.

WGA's water program is conducted under the leadership of Oregon Governor Barbara Roberts and Arizona Governor Fife Symington. The Ford Foundation provides financial support.

Recent Reports:

- *Reinventing Western Water Management: the Park City Principles (to be published by the American Bar Association), 1994*
- *Watershed Case Studies, 1994*
- *The Park City Workshops: A New Paradigm for Managing Western Water, 1993*

Public Lands

The WGA Public Lands Program primarily focused on rangeland reform this year. Under the leadership of Governors Mike Sullivan of Wyoming and Cecil Andrus of Idaho, WGA provided feedback to the Department of Interior's Rangeland Reform effort that was revisiting federal grazing and rangeland management policies on Bureau of Land Management lands. A WGA Rangeland Working Group of governors' advisors was established to put together a WGA regional perspective. The WGA provided comprehensive comments to the Interior both in informal roundtable discussions and in writing. The WGA emphasized the:

- need for a governing structure which has significant local input;
- importance to the West of stable rural communities;
- benefits of providing an incentive in the fee structure for good stewardship;
- necessary gains that could be made by coordinating management efforts across multiple jurisdictions to increase the likelihood of succeeding at "ecosystem management;"
- importance of protecting open space, riparian areas, water quality, and threatened and endangered species; and
- need to ensure that funds return to on-the-ground improvements for rangeland health.

Great Plains Initiative

The Great Plains Initiative is an experimental program led by Governor Mike Sullivan of Wyoming with three primary goals:

- stem and reverse declines in species and the loss of habitat;
- figure out how to achieve sustainability for both natural and human communities on the Plains; and
- develop improved techniques for working across jurisdictional, governmental, and discipline lines.

The Great Plains Initiative has three primary efforts underway to work toward accomplishing its goals. A group working on compiling and exchanging data is led by The Nature Conservancy, the province of Manitoba, and EPA. The group is working on drawing from all the major federal data initiatives to build a common geographic information system for the plains.

A second effort involves public engagement. The state of Minnesota has provided leadership in developing innovative mechanisms to incorporate local views and values in environmental decision-making and management on a partnership basis.

Finally, The Nature Conservancy has characterized representative plains ecosystems for the Initiative to consider as initial demonstrations of improved ways of doing business.

The Great Plains Initiative includes state and federal resource agencies, nongovernmental organizations, trade and industry groups, Canadian provinces and Mexican border states. A memorandum of agreement is being prepared for partners to sign shortly. Funding has been provided by EPA, the U.S. Fish and Wildlife Service, Department of Defense, Manitoba, and Minnesota.

Recent Reports:

- *"International Cooperation to Protect Habitats," in Our Lands: New Strategies for Protecting the West (1993)*

REGIONAL DEVELOPMENT

Border Environment Dialogue

Under the leadership of Texas Governor Ann Richards, the WGA is finalizing plans to engage state and federal environmental agencies, business leaders, and nongovernmental organizations from the U.S. and Mexico in a Border Environment Dialogue initiative.

During the recent debate over the North American Free Trade Agreement, the focus broadened to encompass the acute environmental problems affecting the U.S.-Mexico border region. The Dialogue will be implemented as a mechanism to ensure that states play an active role in resolving these problems and that the economic promise of NAFTA for the West does not become clouded by deteriorating environmental conditions in the border region.

The purpose of the Dialogue is to bring together environmental leaders from both countries in a series of policy discussions to identify border environment problems of mutual concern, establish joint priorities, and develop collaborative projects and programs that will benefit the U.S. and Mexico. Through this process, the governors will build on their strong relations with Mexican leaders and foster the growth of NAFTA-related economic opportunities for the West, especially new export markets for environmental goods and services.

To launch the project, Governors Bob Miller of Nevada and Ann Richards of Texas led a WGA delegation to Mexico City to meet with President Salinas and other cabinet-level officials in March, 1994. Representatives from Arizona, California, and Colorado also participated.

The project is being coordinated with El Colegio de la Frontera Norte, a Mexican border area institute for higher education and policy research, which has eight campuses spanning the region.

Recent Reports:

- *Survey of State Environmental Activities in the U.S.-Mexico Border Region (1993)*

Health Passport Project

Under the leadership of Governor Sullivan of Wyoming, the WGA made significant progress in implementing the Health Passport Project last year. The project is designed to improve the delivery of health care and nutrition benefits for women, infants, and children; increase the coordination of care among providers; lower program administrative costs; and ultimately improve the health status of women, infants and children served by publicly funded programs. The project will utilize a portable, electronic-card technology to achieve these objectives. The card technology chosen will be user friendly, designed for open-ended applications so it can operate with as many other card systems as possible.

This year, a Health Passport Task Force was named by Chairman Miller to represent stakeholders in the project: the banking, insurance and telecommunications industries; retail grocers; local and federal bureaus of Maternal and Child Health Services; United States Department of Agriculture Food and Nutrition Services staff; state Departments of Health; Area Health Education Networks; the Department of Defense; and the Department of Veterans Affairs. The task force is advising the governors on the design and scope of the project and helped complete the Request for Proposals to conduct a nine-month feasibility study for state and regional field demonstrations of a patient and benefit card. Proposals were received in May and a vendor was selected in June. The feasibility study is scheduled to begin on July 1, 1994. The WGA increased the visibility of the project by making presentations to various conferences on patient cards and electronic benefits transfer. WGA is also working with Vice President Gore's Electronic Benefits Transfer Task Force to include the Health Passport Project in the Administration's national demonstrations to field test electronic card technologies.

International Trade

This past year, in response to the liberalization of trade within North America, the WGA worked to obtain unprecedented guarantees and protection for the states as The North American Free Trade Agreement (NAFTA) and its supplemental agreements on environment and labor are implemented. Governor Waihee of Hawaii provided leadership for WGA's international trade program.

The implementing legislation requires the federal government to involve states, to the maximum extent practicable, in each stage of the development of U.S. positions. That work is being done by committees established under NAFTA for the purpose of harmonizing standards amongst the three countries. Similar assurances of state participation in any future dispute-settlement case involving state laws are contained in the implementing package.

WGA was also successful in creating a new communications link between the federal government and states with respect to NAFTA implementation. The system will ensure that governors are made aware of communications and will provide a more coordinated state response to issues that arise.

Existing state laws are generally not affected by NAFTA. WGA staff was successful in obtaining clarification in the NAFTA implementing package regarding the states' ability to exceed federal and international standards consistent with NAFTA and other technical language regarding sanitary and phytosanitary measures. Existing state laws that are inconsistent with NAFTA's obligations regarding services, investment and financial services can be reserved or exempted provided they are identified.

As new trade initiatives are undertaken by the federal government, the precedents established in NAFTA's implementing act will have continued importance. For instance, the Gatt Uruguay round of multilateral trade negotiations has concluded and the states will want to seek similar assurances in the implementing act for this trade agreement.

Increasingly, state and regional measures that deal with environmental and public health values are competing with free trade values found in international trade agreements that seek to eliminate barriers to the free flow of commerce among nations. Furthermore, trade dispute settlement proceedings that decide the validity of sub-national measures, are closed to state participation. If states are to continue to manage their natural resources and environment in an increasingly integrated global economy, they must be prepared to advance their interests more effectively when international trade and state environmental values conflict.

WASHINGTON MONITORING

Over the past year, WGA's Washington, D.C. office continued to serve as the liaison to the western congressional delegation, key congressional committees, and the cabinet and other executive branch agencies.

A major portion of the office's work entails identifying, tracking, analyzing and reporting on federal legislation and regulatory actions that affect the West. Located in the Hall of the States, the office works closely with those states that have Washington representation and is available as a resource for those states that do not. The agenda of the office constantly changes according to both congressional action and the governors' priorities. In general, WGA-DC uses the governors' policy resolutions as its principal lens, anticipating and responding to congressional action, and seeking opportunities to influence the shape of legislation to reflect western priorities.

Over the past year much of the agenda of the WGA-DC office has been dominated by public lands issues. Grazing and mining policies, as they became enmeshed in congressional budget reconciliation, then in the Interior Appropriations bill, and finally in the authorization and rule making processes, have demanded a lot of attention.

Under the leadership of Chairman Bob Miller and Vice Chairman Mike Leavitt, WGA actively participated in the legislative efforts to overhaul the Mining Law of 1872. At critical points in the process, governors appeared before congressional committees and visited with the President, administration officials and committee chairmen to ensure that mining law reform builds upon effective state programs that are already on the ground and to ensure that it doesn't create a duplicative, and expensive, federal regulatory program. The governors dispatched teams of state environmental regulators and mine administrators with hands-on experience in regulating hard rock mining to inform and communicate with Washington policy makers. These experts, drawn from the WGA Mine Waste Task Force which is lead by Governor Leavitt, briefed decision makers on how states currently regulate hard rock mining through state law, federal laws which have been delegated to states, and memoranda of agreement with federal land managers. They met with mining and environmental officials to find common ground. They also participated in a series of meetings with Interior officials to develop recommendations that the Senate and House conferees can incorporate into whatever legislative vehicle they choose.

The WGA-DC office focused in a similar fashion on western issues involved in the reauthorization of the Clean Water Act, especially the protection of state water rights and state authority to allocate water, clarification of state authority under

section 401 of the act, and recognition within the act of arid state needs and ephemeral streams. In coordination with the Western States Water Council, a state expert on behalf of WGA and Governor Barbara Roberts testified in support of flexible watershed planning, while a representative for Governor Mike Lowry testified on the need to clarify state authority to certify whether an activity complies with state water quality standards and provides for the protection of the designated uses included in the standards.

The governors, also in coordination with the water council, sent teams of experts to meet with Senate and House committee staff, to participate in committee briefings and to negotiate with hydropower officials and environmentalists in defense of state authority under the act. The office also developed a coalition of governors, state attorneys general, state water managers and the environmental community to support section 401 certification authority.

Aside from these issues, WGA-DC continued to monitor activities related to Endangered Species Act reauthorization, Superfund reauthorization, state authority to control interstate waste, implementation of NAFTA legislation, and Indian Water Rights.

Last year the office used a delphi process to outline the major issues and arguments surrounding reauthorization of the Endangered Species Act. These ideas were used by the western governors in crafting their policy resolution on the act and in the drafting of legislation introduced in both the House and Senate. Over the coming year, the office hopes to initiate additional delphi to assist governors in crafting western positions on upcoming legislative priorities.

1993-1994 BOARD OF DIRECTORS

GOVERNOR BOB MILLER, NEVADA, CHAIRMAN
GOVERNOR WALTER HICKEL, ALASKA
GOVERNOR A.P. LUTALI, AMERICAN SAMOA
GOVERNOR FIFE SYMINGTON, ARIZONA
GOVERNOR PETE WILSON, CALIFORNIA
GOVERNOR ROY ROMER, COLORADO
GOVERNOR JOSEPH ADA, GUAM
GOVERNOR JOHN WAIHEE, HAWAII
GOVERNOR CECIL ANDRUS, IDAHO
GOVERNOR JOAN FINNEY, KANSAS
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GOVERNOR MICHAEL LEAVITT, UTAH
GOVERNOR MIKE LOWRY, WASHINGTON
GOVERNOR MIKE SULLIVAN, WYOMING

WESTERN GOVERNORS' BIO SKETCHES

ALASKA



Walter J. Hickel (*Independent*) was born near Claflin, Kansas, August 18, 1919 and moved to Alaska in 1940. In 1954, he was elected Republican National Committeeman and served in that capacity for ten years. In 1961, President Kennedy asked the U.S. Chamber of Commerce to pick six businessmen to continue the Hankone

Conferences in Tokyo. Previous conferees had included Secretaries Rusk, Hodges, and Udall. Hickel was one of the six chosen. In 1964, Hickel was the leader of the first Alaska Chamber economic trade mission to Japan. In 1966, Hickel ran against heavy odds for the governorship and won. His record as Governor includes putting Alaska onto a sound financial footing by opening up the North Slope for oil development, upgrading the court system, and initiating forceful environmental and anti-pollution action. While serving as Governor of the State of Alaska, Walter J. Hickel was designated by President Richard Nixon to be the 38th Secretary of the U.S. Department of the Interior. At the 1968 Republican National Convention, he was nominated for President as Alaska's favorite son. In 1988, he received the "Grand Cordon of the Order of the Sacred Treasure" from his Imperial Majesty, the Emperor of Japan. Hickel was reelected in 1990. He is married to Erma Lee Hickel and has six sons.

Inaugurated December 1966

Left Office January 1969

Inaugurated December 1990

Term will expire December 1994

AMERICAN SAMOA



A.P. Lutali (*Democrat*) was born in Aunu'u, American Samoa. He has had a long career in education, the legislature, and 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 Board of Higher Education, which established the American Samoa Community College, 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 Titles Division. He was elected to the Samoan House of Representatives in 1955 and served as its speaker, 1955-1958. He was selected for the American Samoa Senate in 1977 and was elected president in his first year. He was chairman of the 1966 Constitution Convention and was American Samoa's Washington, D.C., delegate at large from 1975 to 1979. He was first elected Governor of American Samoa in 1984 and lost his bid for a second term in 1988. In 1989, he was returned by his district Sa'ole to the Senate where he served as Chairman of the Committee on Government Operations until he was again sworn in as governor on January 3, 1993. Married, nine children and twelve grandchildren

Inaugurated January 1985

Left office in January 1989

Inaugurated January 1993

Term will expire January 1997

ARIZONA



Fife Symington (*Republican*) is serving his first term as Governor. He was born on August 12, 1945 in Maryland. He graduated from Harvard with a liberal arts degree in 1968. He was introduced to Arizona while stationed at Luke AFB in 1968. Governor Symington's military career included service in Southeast Asia where he was awarded the Bronze Star for Meritorious Service. He left the Air Force with the rank of Captain and returned to Arizona where his business career led to the formation of his own commercial development firm, The Symington Company. His civic involvements have included Chairman, Phoenix Citizens Police Protection Bond Committee, 1988; Vice President of the Board of Trustees for the Heard Museum; Men's Art Council member; Environmental Quality Commission of the City of Phoenix; the Arizona Children's Foundation; and the Executive Board of the Phoenix Community Alliance. Governor Symington served as Arizona State Republican Finance Chairman from 1982-1984. He is married to Ann Pritzlaff Symington and has five children.

Inaugurated March 1991

Term will expire January 1995

CALIFORNIA



Pete Wilson (Republican) was born August 23, 1933, in suburban Chicago. He attended Yale University on an ROTC scholarship, and was graduated with a bachelor's degree in 1955. From 1955 to 1958, Wilson served as a Marine Corps infantry officer, then went on to earn a law degree from the University of California, Berkeley, Boalt Hall, in 1962.

In 1971 Pete Wilson was elected Mayor of San Diego. In 1982, after 11 years as Mayor, Wilson went on to win his first term in the U.S. Senate. Californians returned him to that office in 1988. He is married to Gayle Wilson and has two children.

Inaugurated January 1991

Term will expire January 1995

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 county 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 farm 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

Reelected November 1990

Term will expire January 1995

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 the University of Portland with a bachelor's degree in corporate finance in 1968 and assumed the role of assistant general manager of Ada's Incorporated 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 lawmaking body four years later, being elected to consecutive terms with the 17th and 18th Guam Legislatures. Married, three children.

Inaugurated January 1987

Reelected November 1990

Term will expire January 1995

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 and received an honorary doctorate in 1992 from Central Michigan University. 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 to numerous Democratic party state and national conventions. In 1987, Governor Waihee won the Distinguished Eagle Scout Award of the Aloha Council of the Boy Scouts. 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

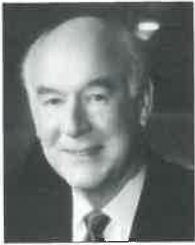
Commerce, the Kalihi-Palama Hawaiian Civic Club, the Young Presidents Organization, the Metropolitan Rotary Club, Honolulu Rotary Club, and the East-West Center Board of Governors. Married, two children.

Inaugurated December 1986

Reelected November 1990

Term will expire December 1994

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. As Secretary of Interior, Andrus played a pivotal role in developing a common-sense approach to off-shore oil leasing and helped to resolve the Alaska lands dispute. After serving a full, four-year term, he returned to Idaho to set up a private business as a natural resources consultant. He was reelected as governor in 1986 and 1990, becoming the first person in Idaho's history to be elected governor four different times. Governor Andrus is now the senior governor in the United States in length of service. Andrus served as chairman of the former Western Governors' Conference and as chair of the National Governors' Association in 1976. He is also a trustee of Albertson College of Idaho. Governor and Carol Andrus have three daughters, two granddaughters and a grandson.

First inaugurated January 1971

Reelected November 1974

Left office January 1977

Reelected November 1986

Reelected November 1990

Term will expire January 1995

KANSAS



Joan Finney (*Democrat*) is a fifth generation Kansan, born in Topeka on February 12, 1925. Her parents were Leonard McInroy and Mary Sands McInroy. She attended Hayden High School; St. Mary Academy's Manhattan High School; the College of St. Teresa in Kansas City; the Kansas City Conservatory of Music; and is a

graduate of Washburn University of Topeka, with a major in economic history. She served on the staff of former U.S. Senator Frank Carlson in his Washington, D.C. and Topeka offices from 1953 to 1969; was Commissioner of Elections of Shawnee County from 1970 to 1972; was Administrative Assistant to the Mayor of Topeka from 1973 to 1974; and was acting director of the Topeka Housing Authority. The first woman State Treasurer of Kansas, Finney was elected to that office in 1974 and reelected in 1976, 1978, 1982 and 1986. Joan Finney also served as Chairman of the Pooled Money Investment Board and a member of the Surety Bonds and Insurance Committee. Mrs. Finney's husband is Spencer W. Finney, Jr., a native of Chanute, Kansas. They are the parents of two daughters, Sally and Mary, and a son, Dick. She has one granddaughter and one grandson.

Inaugurated January 1991

Term will expire January 1995

MONTANA



Marc Racicot (*pronounced "Roscoe"*) (*Republican*) was born on July 24, 1948, in Thompson Falls, Montana and graduated from Libby High School. He received his B.A. from Carroll College in Helena, Montana in 1970 and his law degree from the University of Montana School of Law, Missoula, Montana in 1973. From 1973 to 1976 Marc Racicot

served as a prosecutor with the U.S. Army in West Germany. While there he taught criminal and business law for the University of Maryland from 1974 to 1976. He then became a Deputy County Attorney with the Missoula County Attorney's Office in Missoula until 1977. From 1977 until his election as Attorney General, Racicot served as the Bureau Chief of the County Prosecutor Services Bureau, and Assistant Attorney General and Special Prosecutor for the Attorney General's office. Racicot founded the Missoula Drug Treatment Program in 1977. He is a member of the Board of Trustees of Carroll College of Helena, is a member of the Board of Directors of United Way in Helena, and serves on the Board of Visitors of the University of Montana School of Law in Missoula. Marc took office as Attorney General on January 1, 1989 and served in that capacity until his election as Governor in 1992. He and his wife Theresa have five children ranging in age from 12 to 21.

Inaugurated January 1993

Term will expire January 1997

NEBRASKA



Ben Nelson (*Democrat*) is an Omaha businessman with a noted career of leadership in civic, private and public sectors, and with a record of accomplishment as former Director of Insurance for the state. Nelson was born and raised in the city of McCook in rural southwestern Nebraska. After graduating from the University of

Nebraska in 1963, Nelson stayed at the university to earn a master's degree and teach undergraduate courses in logic and philosophy. Nelson left the university in 1965 to work for the Consumer Division of the Nebraska Department of Insurance, and pursued and achieved a law degree from the university in 1970 while continuing to work full-time. Nelson left state government in 1972 to enter the practice of law, eventually becoming general counsel for a major Omaha insurance provider. He was elected president of the company in 1978 and CEO in 1980. Nelson returned to state government in 1975-76 when then Governor Jim Exon named him as Director of Insurance. In 1982, Nelson re-entered public service as executive vice president of the National Association of Insurance Commissioners. He joined the Kennedy Holland law firm in 1985. Nelson and his wife, Diane, make their home in Lincoln with their four children -- Kevin, Sarah, Christie and Patrick.

Inaugurated January 1991
Term will expire January 1995

NEVADA



Bob Miller (*Democrat*) was born on March 30, 1945 in Chicago, Illinois. He assumed the governorship after former Governor Richard Bryan was elected to the U.S. Senate in November, 1988. Governor Miller was lieutenant governor of Nevada from 1987-89. He was Clark County district attorney from 1979-86. When he was reelected in 1982, he

became the first Clark County district attorney in modern history to win reelection. He was elected president of the National District Attorney's Association in 1984-85, and was elected president of the Nevada District Attorney's Association in 1979 and 1983. He was chosen by President Ronald Reagan to serve on the nine-member President's Task Force on Victims of Crime in 1982. He served as Las Vegas Township Justice of the Peace, 1975-78, and as first legal advisor, Las Vegas Metropolitan Police Department, 1973-75. He received his Juris Doctor from Loyola Law School in Los Angeles in 1971, and his Bachelor of Arts degree in Political Science at

the University of Santa Clara in 1967. He is married, three children.

Sworn in January 1989
Reelected November 1990
Term will expire January 1995

NEW MEXICO



Bruce King (*Democrat*) elected to the Board of County Commissioners, Santa Fe County, in 1954. In 1959 he was elected to the New Mexico House of Representatives where he served five consecutive terms including three terms as Speaker of the House. He was elected Governor of New Mexico in 1970, serving in that office from 1971 through

1974, and was re-elected Governor of New Mexico in 1978, serving in that office from 1979 through 1982. While Governor, he served as Chairman of the Interstate Oil and Gas Compact Commission, the Rocky Mountain Federation, the Four Corners Regional Commission, the Western Governors' Conference, the Southwest Border Commission, and as First Chairman of the Bi-National Governors' Commission of Mexico and the United States. He received an Honorary Doctoral Degree of Law from the University of Albuquerque and was a Veteran of the U.S. Army as a Field Artilleryman in Asiatic Theater. King was born on April 6, 1924, in Stanley, New Mexico and is married to Alice King, formerly Alice Martin of Moriarty. The King family includes two sons: Bill and his wife Nancy, Gary and his wife Yolanda and four grandchildren, Rebecca, Jenny, Stacy and Eric. He is a graduate of Stanley High School and attended the University of New Mexico. King is a farmer and rancher, holding partnership in King Brother's Ranch and King's Butane Company and is a lifetime resident of Stanley, New Mexico.

Inaugurated January 1971
Left office January 1975
Reelected November 1978
Left office January 1983
Reelected November 1990
Term will expire January 1995

NORTH DAKOTA



Edward T. Schafer (*Republican*) was born August 8, 1946, in Bismarck to Harold and Marian Schafer. He was raised in Bismarck and at the age of 14, began his career with a mail room job in the company his father founded, Gold Seal Company (a consumer package goods marketer). After graduating from Bismarck High School in 1964, Ed

attended the University of North Dakota in Grand Forks and graduated with a business administration degree in 1969. He earned an MBA in 1970 from the University of Denver and returned to his family's business. In 1971, Ed moved to the East coast and worked in many divisions of the Gold Seal Company until being elected president in 1978. The company produced a 42 percent increase in sales during Ed's seven year term as President and tripled the net worth during the same time. In 1986, the Schafer family sold Gold Seal Company and Ed turned his attention to Dakota Classics, a classic automobile dealership. He also formed TRIESCO Properties, a real estate development company in Bismarck. In 1990, Ed founded Fish 'N Dakota, an aquaculture enterprise in Buelah. Ed is Board Chairman of the North Dakota Micro Business Marketing Alliance, a non-profit organization that helps start small businesses. He presides over the North Dakota Heritage Group, is a YMCA trustee, teaches in the DECA program and sits on the Bismarck Recreation Council. Ed is married to Nancy Jones Schafer and has four children: Tom Schafer, Ellie Sue Schafer, Eric Jones, and Kari Jones.

Inaugurated January 1993

Term will expire January 1997

NORTHERN MARIANA ISLANDS

Photo not available at press time.

Froilan Cruz Tenorio (*Democrat*) is the fourth governor to serve the people of the United States Commonwealth of the Northern Mariana Islands and the first Democrat to do so in 12 years. As the Commonwealth prepares to enter a new era of growth and economic expansion, the Tenorio Administration welcomes the opportunity to forge a fresh, strong,

vibrant relationship with the United States of America. Upon completing his degree in civil engineering at Marquette University in Milwaukee in 1967, the governor accepted his first position with the Los Angeles Department of Public Works. He returned home to Saipan in 1972 to become general manager of the Micronesian Construction Company. Two years later, he founded the Tenorio

Construction Company. Governor Tenorio's long interest in public issues led to his first bid for public office in 1979. He won a Senate seat in the Second Commonwealth Legislature representing Saipan. After completing his term, he was elected to serve as Resident Representative to the United States. For the following six years (1984-90), then Resident Representative Tenorio represented the Commonwealth in the United States. After completing his term as Resident Representative, the governor returned to Saipan and ran for governor in 1989. When he lost the election to the incumbent governor, he founded the consulting firm on Froilan Tenorio and Associates which he managed for the past four years. His combined experience in government and private business shaped his ideas about improving the delivery of public services in a more efficient manner. Governor Tenorio is married to the former Grace Conigliaro Kwiatkowski of Milwaukee, Wisconsin. They have three daughters: Dawn, Laura Jean, and Gina, as well as one grandson, Tyler Lang.

Inaugurated January 1994

Term will expire January 1998

OREGON



Barbara Roberts (*Democrat*) is a fourth generation Oregonian and was born in Corvallis on December 21, 1936. She began her years of community service as an unpaid advocate for handicapped children. That involvement led to her election to the Parkrose School Board in 1973 where she served for ten years.

Barbara also served for 3 1/2 years as a member of the Mt. Hood Community College Board before her election to the Oregon House of Representatives. In 1984, Barbara was elected Secretary of State. She was re-elected in 1988. Barbara has two sons, Mike and Mark, and one granddaughter.

Inaugurated January 1991

Term will expire January 1995

SOUTH DAKOTA



Walter D. Miller (*Republican*) was born October 5, 1925, at Viewfield, South Dakota. He graduated from New Underwood High School and attended South Dakota School of Mines and Technology in Rapid City, South Dakota. He was elected lieutenant governor in 1986 and re-elected in 1990. The state's first full-time

lieutenant governor, he became 29th Governor of South

Dakota April 20, 1993, following the death of Governor George S. Mickelson in an airplane accident. In the Mickelson administration, then-Lieutenant Governor Miller took a hands-on role, chairing task forces on essential air service, state employees' health insurance and a telecommunications study. At Governor Mickelson's direction, Lieutenant Governor Miller supervised the work of several commissions, including the Commission on Corrections, Advisory Commission on Taxation, Commission on Tax Fairness and Government Cost Effectiveness, and the Worker's Compensation Commission. With his son, Governor Miller owns and operates a 7,000-acre ranch in Meade County, which earned the Century Farm Award in 1990. He served in the South Dakota House of Representatives from 1967 to 1986, holding the positions of assistant majority leader, majority leader, speaker pro tempore, speaker and majority whip. He chaired standing committees on local government, taxation, state affairs and legislative procedure. Miller was state chairman for the 1984 Reagan/Bush campaign and co-chaired the 1988 Bush/Quayle state campaign. His memberships include the South Dakota Farm Bureau, South Dakota Stockgrowers Association, the Gideons International, Mount Rushmore National Memorial Society and the Wesleyan Church. A widower, Governor Miller has four children: Nancy Burma, Karey Albers, Walter R. (Randy) Miller and Renee Johansen and is married to Patricia Miller.

Sworn in April 1993

Term will expire January 1995

TEXAS



Ann W. Richards (Democrat), as Texas' 45th governor, is proving that energetic leadership - coupled with hard work and common sense - can restore vitality to state government. She is reinventing the way government works, making state agencies more efficient, accountable, accessible, and inclusive. Ann W.

Richards' service as governor is the result

of the experience of a lifetime of public service - as a teacher, a civil rights activist, Travis County commissioner, and State Treasurer. Dorothy Ann Willis was born on September 1, 1933, in Lakeview, Texas. The only child of Ona and Cecil Willis, "Ann learned from her parents lessons that would shape her life. "My parents never wanted me to have to work as hard as they did. But that was all I ever saw them doing, and the message I got was that the only things of any real value in life were family and hard work," she says. Ann Richards graduated from Waco High School in 1950 and attended Baylor University on a scholarship. Ann earned a bachelor of arts degree from Baylor in 1954 and attended graduate school at the university of Texas at Austin, where she earned her teaching certificate. From 1955 to 1956, she taught social studies and history at Fulmoree

Junior High School in Austin. Ann first became involved in politics while in graduate school and remained active while raising her four children - Cecile, Dan, Clark, and Ellen - volunteering to work on local and statewide campaigns and fight for civil rights and economic justice. In 1976, Ann was recruited to run for office and defeated a three-term incumbent for a seat on Travis County Commissioners Court at a time when, she recalls, "Texas was not noticeably hospitable to the notion that a woman could handle that kind of responsibility." Six years later, Ann was asked to run again - this time for State Treasurer. She won with more votes than any other statewide candidate on the ballot, becoming the first woman elected to statewide office in more than fifty years. In 1986, she was re-elected without opposition. As State Treasurer, Ann overhauled the treasury's turn-of-the-century methods, installed leading technology, and pioneered banking and investment practices that earned the taxpayers more non-tax revenue than all other Treasurers in the history of Texas combined - more than \$2 billion. In 1988, Ann Richards delivered the Keynote Address to the Democratic national Convention, reminding the nation that what we all work for is a future that is good for our children and grandchildren, and that what we have today must be nurtured and passed along to following generations. On November 6, 1990, Ann was elected Governor of Texas. Under her guidance, Texas is leading the nation toward economic recovery. She is making state government more inclusive by appointing more African-Americans, Hispanics, and women to state posts than the two previous governors combined. Governor Ann Richards is working hard to insure that her four grandchildren - Lily, Jennifer, Hannah, and Daniel - and all of us have the opportunity to live in a Texas that, in her words, "is better than any myth or legend of the past ... a Texas that is true to its best instincts ... a Texas where the people come first."

Sworn in January 1991

Term will expire January 1995

UTAH



Michael O. Leavitt (*Republican*) was sworn in as the 14th Governor of Utah on January 4, 1993. Before being elected governor, Mike was president and chief executive officer of the Leavitt Group, a regional insurance firm with 34 offices and the western United States. Under his direction, the firm prospered and now ranks in the top 50 such

organizations in America. He was elected to the boards of directors of some of America's major corporations, including PacifiCorp, Utah Power & Light Co. and Great Western Thrift and Loan. Much of Leavitt's public policy involvement has been in the education arena. He was a member of the Utah State Board of Regents, which oversees Utah's nine colleges and universities. He was Chairman of the Education Subcommittee on the Utah Commission for Efficiency and Economy in Government. Governor Leavitt was also a member of the Legislature's Strategic Planning Committee, which devised a long-term plan for Utah's public education system. As Governor, Leavitt is focusing on five objectives: making world class education the standard; building a stronger economy around quality, higher paying jobs; ensuring government does not grow faster than the private sector; and caring for the needy while developing principles of self-reliance and personal charity. Mike was born in Cedar City, Utah. He earned a bachelor's degree in Business and Economics from Southern Utah University. Mike is married to the former Jacalyn Smith of Newton, Utah. They are the parents of five children.

Inaugurated January 1993
Term will expire January 1997

WASHINGTON



Mike Lowry (*Democrat*) was born on March 8, 1939, in the Whitman County town of St. John, Washington, where the Lowry family had first homesteaded in 1882. Governor Lowry graduated from Endicott High School in 1957, and from Washington State University in 1962. In 1969, Governor Lowry became the staff director of the Washington

State Senate Ways & Means Committee. In 1974-75, he served as public affairs director for Group Health Cooperative of Puget Sound. Lowry was elected to the U.S. House of Representatives and was re-elected four times, serving a total of 10 years. Lowry served on the House Budget Committee, the House Banking & Urban Affairs Committee, and the House Merchant Marine & Fisheries Committee. After

leaving Congress, Lowry focused on two areas: education and the environment. He taught government at Seattle University's Institute for Public Service, and he joined forces with U.S. Senator Dan Evans to chair the Washington Wildlife and Recreation Coalition. Under their leadership, the coalition secured more than \$113 million in state funding for a program to permanently protect Washington's most precious natural areas. He enlisted hundreds of citizen volunteers of diverse backgrounds to craft recommendations on a direction for the state of Washington. Governor Lowry and his wife, Mary, have been married for 24 years. Their daughter, Diane, is a college student.

Inaugurated January 1993
Term will expire January 1997

WYOMING



Mike 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, and he served as the Chairman of the State Board of Law Examiners. Governor Sullivan is past chairman of the Western Governors' Association. He has also served as the Chairman of the Interstate Oil Compact Commission, as well as on the Executive Committee of the National Governors' Association. He was 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. Governor Sullivan and his wife, Jane, have three children.

Inaugurated January 1987
Reelected November 1990
Term will expire January 1995

WGA HISTORY AND MODE OF OPERATION

Established in 1984 through the merger of two governors' organizations, the Western Governors' Association (WGA) is an independent, nonpartisan organization of governors from 17 western states, two Pacific territories and one commonwealth. The Association was formed to provide strong regional leadership in an era of critical change in the economy and demography of our region. The organization is founded on the understanding that the vital issues and opportunities shaping our future span state lines and are shared by governors throughout the West. The spirit of the WGA is one of boldness and intelligence, for it is those characteristics that typify the West and its leaders.

WGA members include the governors of Alaska, American Samoa, Arizona, California, Colorado, Guam, Hawaii, Idaho, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Commonwealth of the Northern Mariana Islands, Oregon, South Dakota, Utah, Washington, and Wyoming. WGA has six objectives: to develop regional policy, serve as a leadership forum, build regional capacity, conduct research, form coalitions and partnerships, and build public understanding.

The WGA identifies and addresses key policy and governance issues in natural resources, the environment, human services, economic development, international relations and fiscal management. The issues are selected by the governors based on regional interest and impact. WGA helps the governors develop strategies both for the complex, long-term issues facing the West and for the region's immediate needs. Through WGA the governors develop and advocate policies that reflect regional interests and relationships in debates at the national and state levels.

WGA plans, manages and reports on its activities in four program areas: Environmental Management; Lands and Waters; Regional Development; and the Washington, DC Monitoring.

MODE OF OPERATION

The WGA Board of Directors is composed of the governors of the states, Pacific territories and commonwealth which are members of the Association. The Board meets at least once each year at the annual meeting and typically meets more frequently. The new chairman is elected and the WGA workplan and budget are approved at the annual meeting.

An executive committee consisting of the current chairman, chairman-elect and the immediate past chairman acts on policy, work plan and budget matters. In general practice, the WGA chairman recommends a focus and program during his/her term which integrates interests of the governors.

Many governors have one or more issues or policy areas for which they choose to serve as lead governor. A lead governor, with the concurrence of the chairman, directs the activities, develops proposed positions, chairs related meetings, and provides testimony and comments to Congress, committees and federal agencies. WGA staff provide assistance in these activities.

Between gubernatorial meetings, a Staff Council meets 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 advisory. It reviews proposed workplans, budgets, and policy resolutions; works out interstate differences on regional approaches; and provides guidance to WGA staff. Staff Council conveys its recommendations to the individual governors, as well, to keep members abreast of WGA activities.

Publications

Copies of the reports cited in the FY 1994 IN REVIEW above can be obtained by calling the Western Governors' Association Denver office at (303) 623-9378. In addition copies of western governors' policy resolutions and briefing papers on important regional issues are available free of charge.

WGA STAFF COUNCIL

ALASKA

Kyle Parker
Office of the Governor

AMERICAN SAMOA

Aleni Ripine
Office of the Governor

ARIZONA

John Kelly
Office of the Governor

CALIFORNIA

Ben Haddad
Office of the Governor

COLORADO

Doug Young
Office of the Governor

GUAM

Lourdes (Lou) Pangelinan
Office of the Governor

HAWAII

Norma Wong
Office of the Governor

IDAHO

Clancy Standridge
Office of the Governor

KANSAS

Mary Holladay
Office of the Governor

MONTANA

Judy Browning
Office of the Governor

NEBRASKA

Tim Becker
Office of the Governor

NEVADA

Patti Becker
Office of the Governor

NEW MEXICO

James Lewis
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NORTH DAKOTA

Tim Roby
Office of the Governor

N. MARIANA ISLANDS

Herman T. Guerrero
Office of the Governor

ORGEON

Kevin Smith
Office of the Governor

SOUTH DAKOTA

Mary DeVany-Bishman
Office of the Governor

TEXAS

Susan Rieff
Office of the Governor

UTAH

LaVarr Webb
Office of the Governor

WASHINGTON

Terry Surguine
Office of the Governor

WYOMING

Scott Farris
Office of the Governor

WESTERN GOVERNORS' ASSOCIATION STAFF

James M. Souby, Executive Director

Jo Clark, Director of Programs

Tom Singer, Director of Research

Karen Deike - Director of Communications

Ronald Ross, Program Manager - Environment

Christopher McKinnon, Program Manager - Environment

Liz Santillanez, Policy Analyst - Regional Development

Mike Orr, Policy Analyst - Regional Development

Kathryn Bolté, Project Assistant

Carl Schiötz, Project Assistant

Carol Dwyer, Financial Manager

Toni McCammon, Office Manager/Exec. Secretary

Deborah Kinsley, Administrative Secretary

LOANED EXECUTIVES

John Leary, Project Manager - Grand Canyon Visibility
Transport Comm. - from CO Dept. Health

Jim Lehr, Hazardous Waste Cleanup & Technology
Demonstration Project - from USEPA

Patsy Goodman, Great Plains Initiative - from CO Dept. of
Natural Resources

WASHINGTON, D.C. OFFICE

Richard Bechtel, Director

Julia Doermann, Policy Analyst - Lands & Waters (returning
to the Denver office 6/30/94)

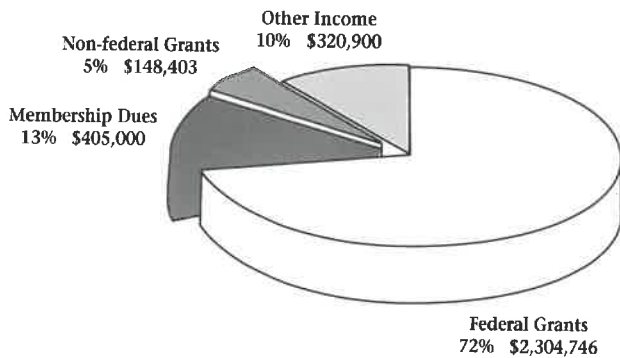
FINANCES

WGA's income is derived from dues from member states, grants and contracts, contributions for the annual meeting, interest and other miscellaneous income. Member dues for fiscal year 1993 were \$30,000 per state and \$5,000 per territory/commonwealth.

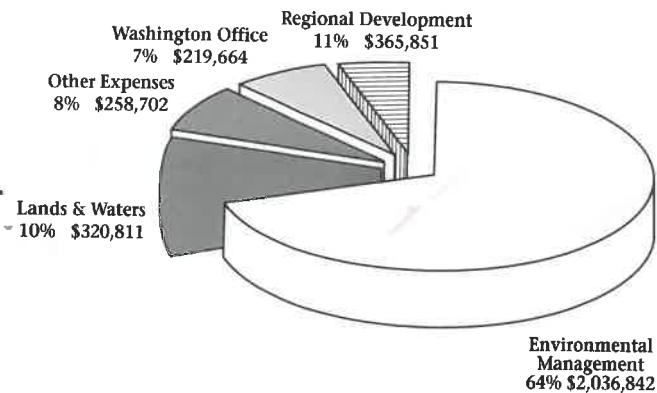
During the fiscal year ended June 30, 1993 WGA's income totaled \$3,179,049. Approximately seventy-two percent of this amount was received from federal agencies for various projects. The majority of these funds were distributed directly to the states.

FY 1993 Income and Expenses

Income



Expenses



Statement of Support, Revenue and Expenses and Changes in Fund Balance for the Year Ended June 30, 1993

Support and Revenues

Membership dues	\$ 405,000
Grants and contracts	2,453,149
Other income	310,700
Interest Income	10,200
Total support and revenue	<u>3,179,049</u>

Expenses

Personnel	703,376
Fringe Benefits	175,164
Consultants and subcontractors	336,732
State subcontracts	1,222,133
Meetings	219,279
Travel	311,210
Rent	71,261
Equipment rental and maintenance	10,956
Telephone	37,802
Printing and copying	31,585
Depreciation	17,773
Postage, shipping and messenger	25,255
Office supplies	25,797
Other expenses	8,546
Publications, books and dues	5,001
Total Expenses	<u>3,201,870</u>
Excess of support and revenues over (under) expenses	(22,821)
Fund balance, beginning, beginning of year	<u>364,184</u>
Fund balance, end of year	<u>\$ 341,363</u>

Excerpted from the audit report of Loomis & Company, P.C.

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