



**WESTERN GOVERNORS'
ASSOCIATION**

Annual Report

July 1, 1994 - June 30, 1995

1995 ANNUAL MEETING

June 24 - 26, 1995

Park City, Utah



◆ Message From The Chairman

Dear Friends and Colleagues:

A year ago, when I became Chairman of the Western Governors' Association, I chose as our theme, "A stronger voice, a better balance, a West that works." A year ago, skeptics said talk about changing the state-federal relationship would remain just that, a lot of talk. What a difference a year makes.

Voters provided a reality check for the skeptics, telling pollster after pollster that they were dissatisfied with the way the federal government does its business. And Congress and the Administration have begun to listen. More importantly, they have begun to act on legislation that will give states greater flexibility.

As these changes indicate, the voice of the West is being heard. Most recently, Western Governors have been working with the Administration and Congress on reauthorization of the Endangered Species Act. Because states already have broad authority for fish and wildlife management, they should be made full partners under the Act and should be given the opportunity to assume the lead over various portions of the Act, if they are willing and capable of doing so. This is what we mean by a better balance. And as I said last year, if we have a better balance, we'll have a West that works.

During the next few days, we'll discuss a set of principles that could guide the states, the federal government and the public in deciding how we can make government more effective, equitable and accountable. We will apply those principles to western policy issues to determine how they might affect the division of labor between the state and federal governments.

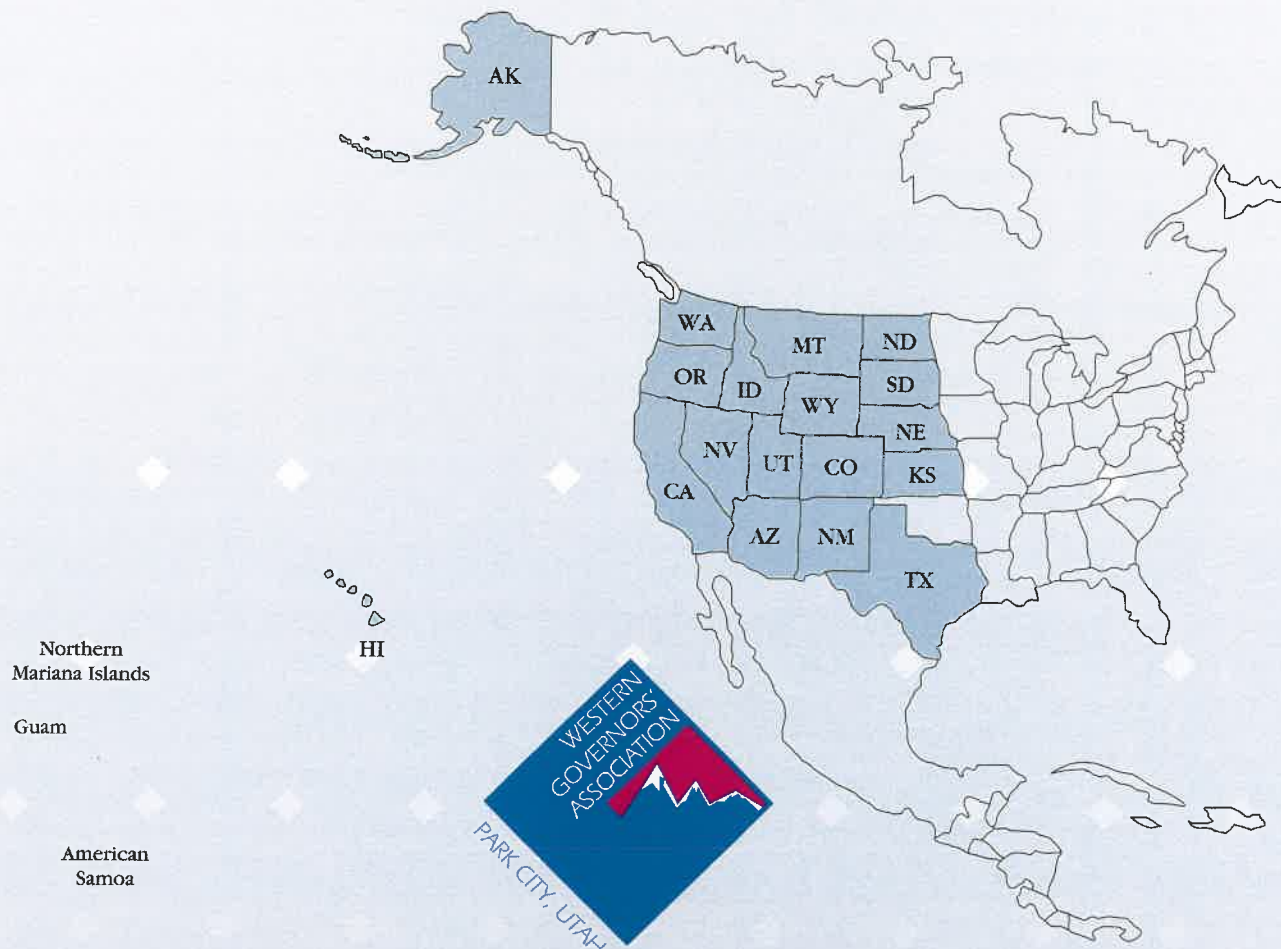
States bear the burden of proof to demonstrate that we have the capacity and the willingness to assume a larger role in governing. In Park City, it will be obvious that Western Governors welcome the challenge.

Sincerely,

Michael O. Leavitt
Governor of Utah
Chairman, WGA



◆ Member States, Commonwealth, and Territories of the Western Governors' Association



FY 1995 ANNUAL REPORT

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WGA Mission, Objectives and Mode of Operation

◆ Mission

Established in 1984 through the merger of two governors' organizations, the Western Governors' Association is an independent, non-partisan organization of Governors from 18 western states, two Pacific-flag territories and one commonwealth. The Association was formed to provide strong leadership in an era of critical change in the economy and demography of the West. The Western Governors recognize that many vital issues and opportunities shaping our future span state lines and are shared throughout the West.

The spirit of the WGA is one of boldness, intelligence and innovation, for it is those characteristics that typify the West and its leaders. Through their Association, the Western Governors identify and address key policy and governance issues in natural resources, the environment, human services, economic development, international relations and public 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**
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 occasional 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**
WGA provides timely information for media and the public through its annual convention, meetings, press releases, background papers, program newsletters and the *Western Governors' Report*.



◆ Mode of Operation

The WGA Board of Directors is composed of the Governors of the states and Pacific Flag Islands, which are members of the Association. The Board meets at least once each year at the annual meeting. 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 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 guide WGA activities. The Staff Council comprises the chief of staff or top policy adviser for each Governor. The Staff Council reviews proposed work plans, budgets, and policy resolutions; works out interstate differences on regional issues; and provides guidance to WGA staff. The Staff Council conveys its recommendations to the individual Governors, as well, to keep members abreast of WGA activities.

◆ Western Governors' Foundation

The Western Governors' Foundation is the philanthropic arm of the Western Governors' Association. The Foundation receives grants and gifts from corporate and philanthropic donors and makes awards to the Western Governors' Association for program activities. The Western Governors' Foundation also awards the George S. Mickelson Fellowship, annually. Named in honor of the former South Dakota Governor and WGA Chairman, the Fellowship allows each succeeding Chairman's state to fund an innovative demonstration or training opportunity for a deserving state employee that would not otherwise be possible. Recipients have used the Fellowship to design a rural state tourism initiative and experiment with an innovative family and community service program to help children excel in school and develop positive values.

1994-95 BOARD OF DIRECTORS

Governor Michael O. Leavitt, Utah, Chairman
Governor E. Benjamin Nelson, Nebraska,
Vice Chairman
Governor Tony Knowles, Alaska
Governor A.P. Lutali, American Samoa
Governor Fife Symington, Arizona
Governor Pete Wilson, California
Governor Roy Romer, Colorado
Governor Carl T.C. Gutierrez, Guam
Governor Benjamin Cayetano, Hawaii
Governor Phil Batt, Idaho
Governor Bill Graves, Kansas
Governor Marc Racicot, Montana
Governor Bob Miller, Nevada
Governor Gary E. Johnson, New Mexico
Governor Edward Schafer, North Dakota
Governor Froilan C. Tenorio, Northern Mariana
Islands
Governor John Kitzhaber, Oregon
Governor William J. Janklow, South Dakota
Governor George W. Bush, Texas
Governor Mike Lowry, Washington
Governor Jim Geringer, Wyoming



Fiscal Year 1995 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: Regional Development; Lands and Water; Environmental Management; and state-federal relations through the Washington, DC office.

◆ Regional Development

HEALTH PASSPORT PROJECT

The goal of the Health Passport Project is to improve health care outcomes for low-income mothers and children, and at the same time, foster the movement of public health care into the information age. Governor Ed Schafer of North Dakota is the lead governor for this ambitious, collaborative effort between the Western Governors, the federal government and the private sector.

In the fall of 1994, WGA initiated a study to test the feasibility of using a secure, portable electronic card to deliver health and nutrition benefits and to store basic medical information. The study focused on a broad range of programs in six western states: Idaho, Montana, Nevada, North Dakota, Washington and Wyoming. Preliminary evidence confirms the value of a portable health record. The study has found that mothers and children often require assistance from several different programs with overlapping objectives, yet information sharing among those programs is limited. The result has been duplicative record keeping, requiring the client to repeatedly fill out similar forms and forcing program personnel to spend significant energy and resources on administrative rather than programmatic tasks.

A major outcome of the feasibility study will be the initial design of demonstrations for each of the six participating states. Critical design principles included: protecting privacy and confidentiality of client data; building a common technical platform to capture scale economies; ensuring interoperability across states and with related projects; supporting compatibility with existing systems; providing flexibility to support future programs; maximizing cost efficiencies and sharing among stakeholders.

Based on a thorough review of available technologies and the needs of the participating programs and their clients, the feasibility study will recommend using a card with both a computer chip (what is called a "smart card") and a magnetic stripe. Cards with these technologies can store basic information about the client and record new data, following a visit to a provider. This approach assures both flexibility for variation among demonstration projects and the cost and design economies of a single platform.

Equally important are concerns about costs and benefits for system users. Public and private providers alike see value in a portable health record, provided it does not require a separate system to serve only a portion of all patients. To address cost concerns, the WGA identified several strategies to improve the business case for the HPP: expand the population of card holders beyond just moms and kids; expand the types of things the card can do; and, integrate it with existing health information systems.

Several current and planned initiatives in the western states are seen as strong prospective partners for the HPP; for example, community health information networks in North Dakota and Idaho, Medicaid managed care in several states, and the Department of Defense MARC project. The HPP is designed to complement rather than compete with these and other related initiatives. To ensure coordination, the Governors also established an advisory HPP Task Force consisting of representatives from the federal and state governments, the health care industry, banking, food retailing, insurance and telecommunications.

Planned demonstrations of the HPP will focus on testing basic rather than elaborate card functions. Specific applications being considered include: sharing basic health data among prenatal care providers; delivering WIC benefits; providing positive client identification; facilitating insurance or provider verification; and, serving as an emergency health card.

The WGA is now seeking partners and raising resources from private industry, foundations, and federal agencies to move ahead with the demonstrations, which are expected to run 18 months, beginning in the Spring of 1996.



Recent Reports:

- *HPP Literature Review (1994)*
- *HPP Interim Design Document (1994)*
- *HPP Baseline Data Report (1995)*
- *HPP Initial Feasibility Assessment (1995)*
- *HPP Technical Model Report (1995)*
- *Study of the Feasibility of and Preliminary Design for Field Demonstrations of the Health Passport Patient and Benefit Card, Final Report, WGA (1995)*

WESTERN COALITION FOR ELECTRONIC BENEFITS TRANSFER

In several states across the West, Electronic Benefits Transfer (EBT) is beginning to replace cumbersome and expensive paper-based government benefit delivery methods with integrated electronic systems. These electronic systems operate in a fashion similar to debit ATM networks and have demonstrated greater efficiency, better service, and an opportunity for fraud reduction in a host of state-administered cash and nutrition assistance programs.

A new WGA project will enable western states to develop opportunities to cut the costs associated with planning and developing these systems, and identify the most expeditious and economical approach to implementing EBT. Through this initiative, western states are exploring the establishment of an EBT coalition to deliver state and federal cash and nutrition benefits in an integrated fashion. A regional approach is expected to benefit states by ensuring that systems become interoperable across state borders and by increasing the number of transactions within the region, thus generating economies of scale. An open and integrated system will also ensure that electronic infrastructure operated for EBT by financial institutions, retailers, health care providers, other businesses, and government agencies (point of sale devices, ATM machines, kiosks, etc.) will be compatible throughout the region.

Nine WGA states are participating in an alliance. These include: Alaska, Colorado, Idaho, North Dakota, Oregon, South Dakota, Utah, Washington and Wyoming. WGA has been working with state EBT coordinators under a grant from the Federal Electronic Benefits Transfer Task Force to support the project.

TELEMEDICINE ACTION REPORT

Telemedicine is the practice of medicine over distance using telecommunications technology. It is particularly suited to the rural and frontier West and in island settings where specialized medical care may only be located in distant urban communities. Telemedicine networks to

support the clinical practice of medicine both within and between states are emerging in many WGA states. Yet the growth of these networks and the realization of telemedicine's full potential is hampered by legal, regulatory, and other barriers both within and between states. In order to assist the region in addressing these impediments, the Governors directed WGA staff to identify how they could provide leadership in reducing barriers to telemedicine applications and improve access to health care, and its quality, for many of the region's citizens.

With the support of the Henry J. Kaiser Family Foundation, WGA spearheaded the development of a *Telemedicine Action Report* for the Governors. The report describes barriers to the widespread use of telemedicine and provides recommendations to Governors on the steps needed to tackle these issues. The basis for the report was a set of background and options papers drafted by experts on each of five key telemedicine barriers: government and private-payer reimbursement policy, telecommunications regulation, cross-state licensing of physicians, telecommunications infrastructure development, and confidentiality/provider liability.

With these background papers in hand, WGA established and convened a policy review group consisting of the authors of the background papers, senior state health officials, telemedicine network operators and users, and other stakeholders in the region. Working by consensus, the policy review group crafted a set of recommendations on each barrier for consideration by the Governors. The WGA will assist the Governors in following up on the recommendations during the coming year.

Recent Reports:

- *WGA Telemedicine Action Report (1995)*

INTERNATIONAL TRADE

WGA is strengthening the role of states in U.S. international trade policy – from assistance in the implementation of trade agreements to analysis of trade policy questions that impact states. In the face of internationally negotiated trade agreements, the WGA trade policy program is helping states maintain their sovereignty, particularly with respect to environmental and natural resource measures. WGA provides technical trade expertise on issues specific to a state's interest, serves as a conduit for states to communicate with trade policy makers and coordinates western state trade policy positions.

WGA is active in following up two trade resolutions (94-006 and 94-008) adopted by the Governors in 1994 to ensure that states are aware of the opportunities and



challenges raised by the implementation of the North American Free Trade Agreement and the Uruguay Round of the General Agreement on Tariffs and Trade that established the World Trade Organization (WTO). WGA is also analyzing emerging trade policy issues to assess their impact on states and to develop policy options for Governors.

NAFTA/Uruguay Round State Implementation Seminars sponsored by the United States Trade Representative were held in Denver and Seattle in March and April, 1995 respectively. International trade contact persons in WGA member states attended, and WGA prepared supporting information for each of them regarding the WGA trade policy program and WGA resolutions. WGA canvassed these individuals about their state's trade concerns and provided technical assistance at each seminar.

WGA also ensures that states are provided opportunities to participate in international trade consultations/disputes that may impact them as required in the NAFTA and Uruguay Round legislation. For example, USTR is engaged in consultations with the European Union regarding its regulation on the importation of furs from animals caught using leg-hold traps and with Canada regarding trade in softwood lumber. Each of these negotiations impact state interests, and WGA works to keep states informed and involved. The activities of the North American Commission for Environmental Cooperation (NACEC) have also been a focus of the WGA. WGA recruited state nominations for representatives to EPA's advisory committee for the NACEC, and provided technical assistance to the advisory committee at its meeting in Albuquerque. That meeting covered such issues as the procedure and structure for state input on NAFTA environmental issues, the international harmonization of state standards, and the procedures for enforcement of environmental laws by the NACEC.

WGA has also been working directly with NACEC staff and has helped coordinate state visits by NACEC's executive director, who wanted to become acquainted with those international environmental issues that affect states. These issues include the provision of environmental technology and technical assistance in the hemisphere, transboundary wildlife conservation efforts, and measures to control transboundary pollution. The executive director has met with California and Washington state officials thus far. Additionally, WGA is working with states to monitor the activities of the newly established Border Environmental Cooperation Commission (BECC) and the North American Development Bank. WGA presented a statement on behalf of its four southern border Governors at the inaugural meeting of the BECC in Juarez, Mexico.

Recent Reports:

- *International Trade, the Environment, and the States: An Evolving State-Federal Relationship, Journal of Environment and Development, University of California San Diego (1995)*

BORDER ENVIRONMENT DIALOGUE

The Border Dialogue is creating opportunities for U.S. and Mexican natural resource and environmental agencies to work together on binational projects that address mutual priorities along the border. The Dialogue also will provide opportunities for participation by interested businesses and community and environmental groups, and for the expansion of export markets for U.S. environmental technology and service firms.

In early May, 1995, WGA led a delegation of state environment and natural resource officials from California, Arizona, and New Mexico to Mexico City to meet with the new leadership of the Mexican Environmental Secretariat to explore potential areas for collaboration. Through these discussions, WGA introduced a range of issues – hazardous waste, habitat protection, water quality, air quality – for potential partnerships. The focus will be on both local projects that can serve as models and on region-wide initiatives. The Mexican Environmental Secretariat committed, through their current strategic planning efforts, to identify areas for collaboration and to frame specific projects for joint action.

An initial topic for the Dialogue is a project WGA is working on jointly with the North American Commission for Environmental Cooperation to give states a leadership role in the development of a transboundary environmental impact assessment procedure. The procedure, which is required by a side agreement to NAFTA, will allow U.S., Canadian, and Mexican parties, including states, to consult on proposed projects that could have cross-border environmental impacts. The Dialogue is providing an opportunity to bring together state and federal officials, local leaders, researchers, non-governmental organizations, and leaders from the environmental industry to craft this innovative transboundary governance mechanism with an unprecedented amount of subnational and stakeholder input.

WASTE REMEDIATION TECHNOLOGY DEVELOPMENT (DOIT COMMITTEE)

The Committee to Develop On-site Innovative Technologies was created in December 1992 to advise the federal government on how to speed the cleanup of federal waste sites. The focus of the three-year effort is to identify barriers to and test new approaches for getting innovative remediation technologies developed, deployed, evaluated and eventually commercialized.



Committee members include four Western Governors, the secretaries for the Departments of Defense, Interior and Energy and the Environmental Protection Agency administrator. WGA and the Office of Management and Budget are ex-officio members.

Governors Miller, Leavitt, Nelson and Wilson are the FY 1996 Western Governor DOIT representatives. By June 1996, the Committee will recommend to the four federal agencies new approaches to the development, testing, and commercialization of innovative waste remediation technologies. These recommendations will be based upon several demonstration projects around the region.

The major focus this year was turning the DOIT Committee's January, 1994 recommendations for candidate sites and demonstrations into refined site plans to actually conduct and evaluate the demonstration of new approaches. Regional working groups comprised of representatives of industry, environmental groups, and state, federal and tribal regulatory agencies met every three months to develop suggested new approaches, and local site implementation teams were formed to draft site implementation plans.

After federal agencies reviewed the proposed site implementation plans, it was decided to move ahead this year on the following demonstration sites: the Idaho National Engineering Lab, Rocky Flats Plant, Sandia National Lab, McClellan Air Force Base, Port Hueneme Navy Construction Battalion Center and Hill Air Force Base. These sites will test new approaches to stakeholder involvement, regulatory review and technology evaluation during the demonstration of the efficacy of the particular technology.

Industry has long contended that it spends an inordinate amount of time going state to state to prove that their new technologies work. As a result, the DOIT Committee has created a subgroup of state regulators, lead by Jim Allen of California's EPA and Nancy Worst of the Texas Natural Resources and Conservation Commission, to develop a framework for interstate cooperation on the permitting and evaluation of new technologies. The draft framework was presented to the Governors for signature at the WGA annual meeting.

The subgroup of regulators is working in cooperation with eastern and southern state regulators, the Association of State and Territorial Solid Waste Management Officials, and the Southern States Energy Board on the interstate permitting cooperation effort. It is anticipated that the successful elements of interstate cooperation will serve as the foundation for state cooperation on a national basis, once the results of the demonstrations are in.

Funding for the DOIT initiative is being provided by the four participating agencies.

Recent Reports:

- *A Summary of Work Group/Roundtable Findings (1995)*
- *Mixed Waste Working Group Report (1995)*
- *Mine Waste Working Group Report (1995)*
- *Military Munitions Waste Working Group Report (1995)*
- *Military Bases Working Group Report (1995)*
- *Tribal and Public Forum for Technology Assessment (1995)*

◆ **Lands and Water**

REGIONAL WATER POLICY

WGA leads a region-wide effort to investigate how state and federal policies and programs could be reshaped to respond to changing values and needs regarding water management. Over the past several years, WGA and the Western States Water Council have sponsored a series of workshops to develop a regional consensus among a wide array of water users and regulators on a set of principles to govern western thinking on water management and on the need for states to play a pivotal role in the ensuing changes.

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

In this era of growing demands and changing values, watershed management appears to offer great promise for achieving local input, integrated management, and adaptation to changes on a site-specific basis. WGA has joined in a collaborative effort which includes the Western States Water Council, the National Conference of State Legislatures, and the Natural Resources Law Center at the University of Colorado to coordinate



western watershed program efforts. The outcome will include careful analyses of watershed efforts to date, state roles in watershed management, and guidelines for how to manage on a watershed basis.

WGA continues to work with states and EPA to develop language to amend the Clean Water Act as well as non-statutory remedies to shield states from liability when they engage in remediation efforts at abandoned and inactive mine sites. The legislative proposal was submitted as part of WGA's testimony on March 9, 1995 before the House Transportation and Infrastructure Committee's Subcommittee on Water Resources and Environment.

In addition, WGA testimony called for new provisions to encourage the beneficial reuse of reclaimed wastewater and to authorize the development of appropriate water quality standards for ephemeral and effluent-dominated streams. WGA also asked that the relationship between Clean Water Act programs and state water allocation systems be clarified to reinforce state control over water allocation.

The Ford Foundation provides financial support for this program.

Recent Reports:

- *Water Policy and Growth Management (1995)*
- *Watershed Management Workshop, Boise, Idaho (1994)*
- "Retooling Western Water Management: the Park City Principles." *Water Law Trends, Policies and Practices*, published by the America Bar Association (1995)
- *Watershed Case Studies (1994)*
- *The Park City Workshops: A New Paradigm for Managing Western Water (1993)*

PUBLIC LANDS AND NATURAL RESOURCES MANAGEMENT

WGA's goal in its public lands program is to foster innovative management of public lands and natural resources in ways which sustain communities and resources. WGA seeks to promote prudent resource management in the least prescriptive and intrusive ways.

This year, the primary focus of the WGA Public Lands Program has been the reauthorization of the Endangered Species Act. In December, WGA created a task force of state representatives to develop principles for amending the Act. The principles will provide appropriate congressional committees a clear understanding of the Governors' views on what changes should be made. A

number of working meetings with representatives of the Administration were held to explore areas of common ground where both states and the Administration agree. Significant common ground was reached, although the principles document developed by the task force goes further in several areas, particularly related to expanded state roles.

Following up on last year's efforts, on February 22, the Department of the Interior published its regulations for rangeland reform and Resource Advisory Councils. WGA's Public Lands Program has been monitoring state responses to the regulations and tracking congressional activities regarding range reform.

Recent Reports:

- *Working Group ESA Technical Policy Recommendations (1995)*

GREAT PLAINS PARTNERSHIP

The Great Plains Partnership is an experimental program designed to sustain the long-term health of the Plains by reversing declining trends in species in ways that are compatible with and supported by local residents and landowners. It is based on the premise that "An ounce of prevention is worth a pound of cure." GPP is coordinated by the Western Governors' Association under the direction of the GPP Council, a small, high-level group of key partners. The council is chaired by Governor Ben Nelson of Nebraska and John Sawhill, President of The Nature Conservancy, and includes state and federal resource agencies, non-governmental organizations, trade and industry groups, Canadian provinces and Mexican border states.

Stretching from the Canadian provinces to the border states of Mexico, GPP relies on "good science and good sense." That premise is being implemented along three tracks: development of an interagency/interdisciplinary network to assist worthwhile projects; improvement of science and data exchange; and involvement of the public to assure a bottom-up process.

GPP will use demonstration projects to show that ecological protection and sustaining human values are compatible. Exemplary projects will be recognized, problem-solving teams will be formed to assist projects which are encountering obstacles, and new projects will be encouraged where warranted. Projects will be offered assistance in the form of technical support, overcoming institutional obstacles and obtaining regulatory flexibility.

To improve science and data, The Nature Conservancy is characterizing and assessing over 600 distinct ecosystems on the Plains. The National Biological Service, the



Forest Service and others are expanding ecological research. A group working on compiling and exchanging data has established the Great Plains International Data Network. Led by The Nature Conservancy, the province of Manitoba, EPA, and the U.S. Geological Survey's EROS Data Center, the Network has established a home page on the Internet's World Wide Web to ease access to Plains data.

The public involvement track is convening a number of focus groups to understand and incorporate local views and values in environmental decision making and management on a partnership basis. The results will form the basis for a public outreach strategy called, "Year of the Plains; Decade of Partnerships."

As part of the GPP effort, WGA is working with the Department of Defense to determine if any military facilities on the Great Plains have representative ecosystems identified as priorities by The Nature Conservancy. Initial screening of all DOD facilities has determined that eight facilities have potential. Staff, in cooperation with local and state representatives of The Nature Conservancy and agency personnel, will conduct site visits to define potential opportunities to further the goals of GPP. A final report will be prepared in the near future.

Funding for GPP has been provided by EPA, the U.S. Fish and Wildlife Service, Department of Defense, Manitoba, the Natural Resources Conservation Service, Bureau of Reclamation, Ford Foundation, and State of Minnesota.

STATE-TRIBAL RELATIONS

WGA and the National Tribal Environmental Council signed a two-year cooperative agreement to explore ways to better address environmental problems affecting state, federal and tribal governments. It is funded by Region VIII of the Environmental Protection Agency and will include technical workshops to discuss environmental issues that cross political subdivisions.

The cooperative agreement project between WGA and NTEC has progressed steadily. After a comprehensive canvassing effort of the western states and tribes, a demonstration project has been outlined and is in the proposal stages for consideration by the perspective parties. The project is designed to accommodate perspectives of state, federal and Native American tribal governments in and around a shared watershed. The project targets key issues as tribes develop their capacity to set water quality standards which may impact state water quality management. This project does not address jurisdictional issues, but rather is focused on improved coordination between governments by emphasizing information and technical assistance exchange at the staff level.

The project goals are to create meaningful and continued networking among state and tribal leaders and environmental programs for the purposes of enhancing and protecting watersheds. In the past, some states and tribes have had important disagreements over jurisdiction and policy related to environmental matters. In other situations, states, tribes and local officials have worked effectively together to exchange technical information and achieve shared environmental protection goals. WGA's state-tribal program works to build trust and cooperation.

◆ Environmental Management

GRAND CANYON VISIBILITY TRANSPORT COMMISSION

The Grand Canyon Visibility Transport Commission was established by Congress following passage of the 1990 Clean Air Act Amendments to determine what, if any, actions are necessary to protect visibility in 16 national parks and wilderness areas on the Colorado Plateau. It was given until November, 1995 to make recommendations to the administrator of the U.S. Environmental Protection Agency. In April, Commission members agreed that additional time will be needed to complete the technical work, conduct public hearings and make any revisions to draft recommendations. The Commission voted to extend the time line, and it now plans to complete work in the spring of 1996. Voting members of the Commission include eight Western Governors (or their designees) and three tribal leaders. The Commission has recommended to EPA Administrator, Carol Browner, the appointment of two additional tribal members—one voting and one non-voting. Federal land managers and the EPA serve as non-voting members.

The Commission, which is chaired by Governor Symington of Arizona, has selected for study five scenarios or options that could be used to manage emissions that affect visibility on the Plateau. A team of consultants has been hired to evaluate each scenario using specific criteria that cover economic, social, environmental, equity, and administrative implications. The Commission's Alternatives Assessment Committee oversees the contractors' work.

This year the Technical Committee completed an inventory of emissions that impair visibility in western states. It is considered the most advanced inventory database currently available for the western United States. The data



will be used to analyze the current situation, and a computer model will be used to project how these emissions will affect visibility in the future.

Following a workshop on economic and population projections in March, the Commission agreed to use the results from what is called the REMI model as the predictors of economic change and population growth through the year 2035.

The Public Advisory Committee, which is composed of representatives from all levels of government, tribes, industry, environmental groups, academia and others, has been charged with developing a consensus recommendation on a visibility program for the Colorado Plateau. Over the past year, it has held numerous meetings to craft recommendations that can be endorsed by all the diverse interests its members represent. This process will continue as the assessment report is completed this summer.

The Commission also will continue its public outreach efforts with a series of public meetings during the fall to solicit comments on the contractor's draft report assessing the options for managing emissions. Hearings will also be held early next year on the Commission's draft recommendations to EPA. In crafting its final recommendations, the Commission will strive to protect visibility consistent with other western goals.

Recent Reports:

- *Results of Workshop on Modeling Review: September 12-14, 1994, Breckenridge, Colorado (1995)*
- *Workshop on Meteorological Model Reconciliation and Clean Air Corridor Meteorological Characterization (1995)*
- *Intermediate Scenarios for Assessment.* (A selection of scenarios which the Operations Committee has approved for further development and refinement by the assessment contractor. This is a working document and the scenarios have not been finalized by the Commission) (1995)
- *An Emissions Inventory for Assessing Visual Air Quality in the Western United States (1995)*
- *Public Outreach Plan.* (A working document developed by the Communications Committee outlining outreach and public education efforts to be pursued by the Commission) (1995)
- *Outline of Criteria for Evaluation of Emission Management Options (1994)*
- *Outline of Candidate Emissions Management Options (1994)*

HAZARDOUS WASTE

Under the guidance of Governors Leavitt and Miller, the WGA and the western states continued their leadership in meeting the current and future hazardous waste management needs of the West. In 1994 the Western Governors readopted policy resolution 91-015 which directs WGA to focus on four areas: direct financial assistance to the western states, technical assistance, preparation of a regional capacity assurance plan (CAP) for 16 western states and Guam, and preparation of regional studies to assist western states meet their capacity needs. The 1993/1994 CAP was submitted to the U.S. Environmental Protection Agency which allows the states to continue to receive Superfund monies for the cleanup of hazardous waste sites.

1994 Capacity Assurance Plan

In 1994, 16 western states and Guam submitted a regional CAP to EPA. That agency published new guidelines which aggregated all the states' capacity and needs into one national CAP. Using the new guidelines, EPA found that the western states continued to demonstrate leadership in meeting their capacity needs through waste minimization, pollution prevention and development of appropriate management facilities. Based on the West's contributions, EPA also found that the nation could meet its management needs for 20 years.

As part of the Western Regional Hazardous Waste Capacity Assurance Agreement, the Western Governors reaffirmed their commitment to be responsible to each other in the movement of hazardous waste across state lines; to aggressively implement waste minimization and pollution prevention programs; and, where appropriate, to allow the siting of treatment, storage and disposal facilities. The Governors also reaffirmed that western hazardous waste treatment and disposal capacity is to serve the West, and not to become a means by which states from other regions avoid addressing their hazardous waste capacity needs.

Western Regional Dialogue

The western states established the Western Regional Dialogue as a forum to discuss and resolve interstate hazardous waste issues. This forum has become the primary mechanism by which the states address differences in state fees, exchange information on the direction of their programs, discuss changes in the management industry, and ensure states are meeting their commitments under the CAP program.



WGA coordinated the preparation of a white paper on the various options for the Governors to consider during their 1995 Annual Meeting. The white paper recommends:

- Western Governors again commit to signing the Interstate Waste Protocol;
- western states improve communications regarding individual actions which have multi-state impacts;
- states that propose changing their hazardous waste fees consult with surrounding states to prevent inappropriate shifts in the movement of waste;
- states maintain adequate resources to support the increased responsibilities that will be placed on them as the federal role in hazardous waste management is diminished;
- states play a greater role in redefining what the base level should be for the treatment and disposal of hazardous waste;
- programs be established to monitor EPA's declassification of selected hazardous wastes and the potential impact that will have on states' solid waste capacity; and
- Western Governors continue to promote their position that western states should not be viewed as a solution to those eastern states that are in need of hazardous waste disposal sites.

Waste Minimization

As part of the regional planning effort, WGA has prepared a report that identifies opportunities for minimizing hazardous waste. The study defines those areas where states are effectively promoting waste minimization and opportunities for new actions. The report recommends:

- focusing on four large waste streams: combustible waste, petroleum refinery waste, solvents and electroplating waste;
- improving the measurement and recording of waste minimization achievements;
- fostering coordination between states and private sector service providers; and
- coordinating waste minimization and pollution prevention activities, which would reduce paper work, eliminate redundant regulation, expedite permit review and provide additional technical assistance.

A case study was conducted with selected industries to

learn their views regarding waste minimization, areas of non-responsive regulation, incentives which caused them to implement waste minimization programs and the net economic impacts of their actions. The study identified several factors that influence decisions made by industry to minimize waste. They include the cost of doing business, future liability, customer demand for products which are environmentally sensitive, and a community sense of doing the right thing. Major regulatory issues for industry include inflexible government bidding specifications, flexible enforcement of regulations (e.g. environmental audit protections), and credit for results achieved.

Recent Reports:

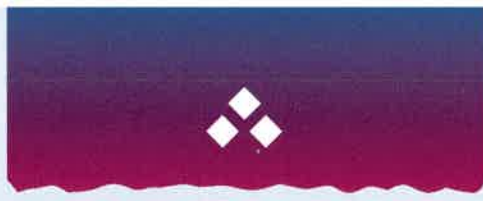
- *1994 Western Regional Capacity Assurance Plan (1994)*
- *Draft Regional Hazardous Waste Minimization Project Report (1994)*
- *Using Biennial Report Data to Address Waste Minimization Questions, Incorporated into EPA's Guidance For State Waste Minimization Planning (1995)*
- *Draft White Paper to the Western Governors on the Future of Hazardous Waste Management in the West (1995)*

NUCLEAR WASTE

The WGA program began in 1988 and has been funded for the past five years through a cooperative agreement with the Department of Energy. Governor Miller is the lead Governor for this program, which originally focused on the safe transport of transuranic waste to the Waste Isolation Pilot Plant in Carlsbad, New Mexico. This past year the program was expanded to include shipments of highly radioactive cesium from Colorado to Hanford, Washington and planning for other DOE shipments. WGA receives guidance from the Technical Advisory Group on WIPP Transport, which is made up of representatives from 11 western states along the WIPP route.

Waste Isolation Pilot Plant

The WIPP program is looking at a mid-1998 opening date with shipments from Idaho National Engineering Laboratory and Rocky Flats. In their 1991 Report to Congress, Western Governors identified numerous issues that needed to be addressed in the shipment of radioactive materials: high quality drivers and carriers; independent inspections; protocols for bad weather and road conditions; procedures for safe parking during abnormal conditions; advance notice of shipments; mutual aid agreements; emergency response planning, training and retraining of local and state emergency responders;



retraining of local and state emergency responders; and public involvement. Since that report, the WGA Technical Advisory Group has identified two additional issues: medical preparedness and highway routing of WIPP shipments.

In 1994, WGA combined its model procedures and protocols into a single document called the WIPP Transportation Safety Program Implementation Guide. This document lists the objective and approach to addressing each of the issues listed above. Western Governors and the Secretary of Energy have been given a draft Memorandum of Agreement, endorsing the use of these procedures during the 20-year WIPP campaign.

WGA and the western states are currently in negotiations with DOE regarding a second five-year cooperative agreement to provide funding to continue preparing states for the safe transport of radioactive waste to the WIPP site.

Cesium

The cesium campaign is the first full-scale shipping campaign operated entirely under the WGA model for safe transportation procedures. These procedures were prepared by WGA and DOE as part of the WIPP project. The model procedures were modified to address winter and summer weather conditions and for the transport of high-level radioactive materials. The 20 shipments of cesium chloride from Colorado were completed by the end of May, approximately one year ahead of schedule.

Other Radioactive Shipments

WGA and individual western states have advised DOE on the safe transport of other radioactive shipments, including radioactive soil from Fernald, Ohio to Clive, Utah and the Nevada Test Site, and the shipment of radioactive nitric acid to Great Britain from Hanford. These programs will help the states and DOE gain experience in long-term planning for future radioactive waste shipping campaigns.

Recent Reports:

- *WIPP Transportation Safety Program Implementation Guide (1995)*
- *Evaluation of Bad Weather and Safe Parking Procedures for the Cesium Transportation Plan (1994)*
- *Lessons Learned from Cesium Shipments (1994)*

MINING REGULATION

Mining has played an integral part in the history of the West and continues to play an important role in the economies and communities of the region. Over the last 20 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 continued to work 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 and Governor Miller of Nevada have been the lead Governors for the region on this issue, and a compromise bill recognizing the Governors' concerns will likely pass Congress this year.

In addition to the Governors' work with Congress and the Administration, western mining and environmental directors 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 continued working cooperatively with federal land management agencies to collect and share information on the location of, and 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 Non-coal Inactive and Abandoned Mine Inventories (1993)*



◆ Washington Monitoring

WGA maintains an office in Washington, D.C. which serves as the liaison to Congress and, in particular, the western congressional delegation; key congressional committees; 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.

Reform of the Mining Law of 1872

Under the leadership of Governors Leavitt and Miller, the Association and its Mine Waste Task Force have continued to work to ensure that mining law reform bills in the 104th Congress build upon effective state programs and that reform doesn't create a duplicative, and expensive, federal regulatory program. The WGA DC office coordinated state input into the early drafts of the legislation.

In March Governors Leavitt and Miller sent a letter to mining-state Governors outlining the agreed to western position. Subsequently, Governor Leavitt submitted testimony to a Senate subcommittee outlining that position. In addition, Utah's mining regulatory agency director testified at the same hearing.

Clean Water Act

WGA worked with the Western States Water Council and the House Transportation and Infrastructure Committee to provide witnesses and testimony on western Clean Water Act issues at a hearing on the Act. Together they convinced the committee to authorize Good Samaritan cleanup of abandoned and inactive mine sites without inheriting liability for maintaining CWA standards indefinitely at such sites.

The committee also authorized developing new clean water quality standards tailored to the special characteristics of ephemeral or effluent-dominated streams. WGA helped negotiate language to strengthen the Act's protection of state water rights, and has aggressively attempted to protect state certification authority under Section 401.

Federal Advisory Committee Act

Under the leadership of Governors Symington and Leavitt, WGA worked with the National Governors' Association to incorporate into the unfunded mandates law an exemption which allows state-federal consultations to occur without triggering the prohibitions of FACA. During floor debate of the Senate bill to rescind selected FY 1995 spending

authority, the office mobilized the Governors to prevent an amendment from being offered that would have set aside the FACA exemption for state-federal consultations relating to Columbia River salmon issues. The office also will work with NGA and other state and local organizations to ensure that the regulations to implement the FACA exemption are written as broadly as possible, as there is a chance that the new language may not cover state associations or state agency employees who are supervised by a commission or board.

Endangered Species Act

Under the leadership of Governor Leavitt, WGA created a task force to develop legislative principles for reauthorizing and amending the Endangered Species Act. Using these principles, WGA has been working with Senate and House committee staff, the Administration, and the International Association of Fish and Wildlife Agencies on reauthorization of the Act. In an effort to broaden support for the legislative principles, the office briefed western Senate staffs, the NGA natural resources staff council, and industry and environmental coalitions on its work. WGA has also kept the Southern Governors' Association informed of the task force's work.

Western Leadership Council

At their breakfast meeting on January 31, Western Governors and Senators agreed to create the Western Leadership Council as a way to provide a more formal structure for collaboration on issues of mutual concern. WGA has worked with the staff of Senator Stevens (RAK) to get the council up and running. Senator Stevens has now hired a legislative fellow to organize and coordinate the Senate side of the council. Representatives from 15 Senate offices and eight Governors' offices participated in the first staff meeting of the council. Staff agreed to hold meetings focused on mining law reform and the ESA to find common ground and to develop some cooperative initiatives on those issues.

PUBLICATIONS

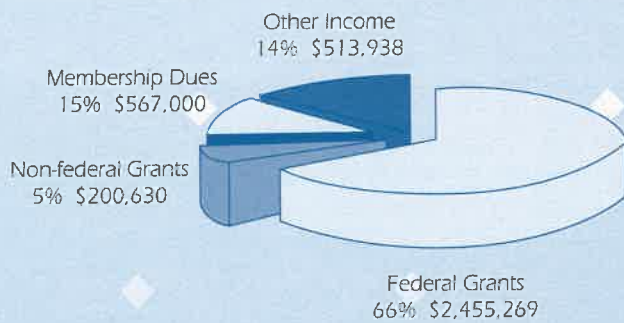
Copies of the reports cited in the FY 1995 IN REVIEW can be obtained by calling the Western Governors' Association at (303) 623-9378. In addition, copies of Western Governors' policy resolutions and briefing papers on important regional issues are available free of charge.

Finances

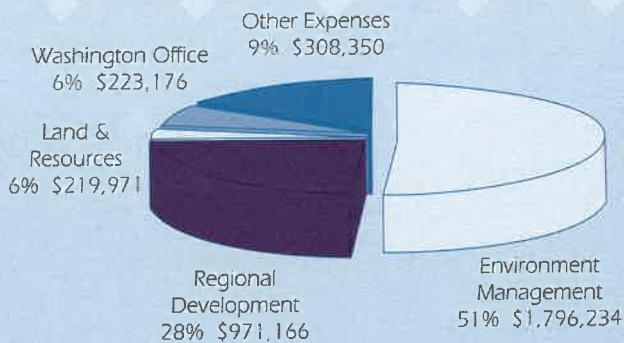
WGA's income is derived from dues from member states, grants and contracts, contributions for the annual meeting, interest and other miscellaneous income. Member dues for fiscal year 1994 were \$36,000 per state and \$6,000 per territory/commonwealth.

During the fiscal year ended June 30, 1994 WGA's income totalled \$3,736,837. Approximately sixty-six per cent of this amount was received from federal agencies for various projects.

FY 1994 Income



FY 1994 Expenses



Statement of Support, Revenues and Expenses and Changes in Fund Balance for the Year Ended June 30, 1994

Support and Revenues

Membership Dues	\$ 567,000
Grants and contracts	2,655,899
Allocation to (from)	
Western Governors' Foundation	142,643
Other income	360,566
Interest income	<u>10,729</u>
Total Support and Revenues	<u><u>3,736,837</u></u>

Expenses

Personnel	786,212
Fringe Benefits	156,952
Consultants and subcontractors	568,502
State subcontracts	1,138,638
Meetings	217,142
Travel	356,923
Rent	73,739
Equipment rental and maintenance	9,831
Telephone	75,895
Printing and copying	41,101
Depreciation	23,865
Postage and shipping	32,147
Office supplies	24,465
Other expenses	7,716
Books, publications and dues	<u>5,769</u>
Total Expenses	<u><u>3,518,897</u></u>

Excess of support and revenues over (under) expenses	217,940
Fund balance, beginning of year	<u>341,363</u>
Fund balance, end of year	<u><u>\$ 559,303</u></u>

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

Western Governors' Bio Sketches



ALASKA

TONY KNOWLES (Democrat) was elected Governor of Alaska in 1994 after campaigning on a "new directions" theme that focused on jobs for Alaskans, better schools and budget discipline. Prior to his election, Knowles spent four years on the Anchorage Assembly (1975-1979). In 1988, he was named to the

North Pacific Fisheries Management Council and initiated efforts to stop roe-stripping and other waste of Alaska's fish resources on the high seas. As the two-term Mayor of Anchorage (1982-1987), Knowles helped private industry create hundreds of new jobs and prepared Anchorage for the future with improved city services. At the same time, the cost of government per person decreased. Anchorage, the fastest growing city in the nation at the time, was named an All-American City in 1984. Following his graduation from Yale University with a degree in economics, Knowles moved to Alaska in 1968, attracted by the Cook Inlet oil fields where he worked as a roughneck. Just one year later, he opened his first restaurant, Grizzly Burgers, which expanded to three locations. Tony Knowles brings 25 years of business experience to state government. The fundamentals of business and state operations are similar, he says, in that "you give the customers what they want, you always live within your means, and you roll up your sleeves to do whatever needs to be done." Knowles was born in Tulsa, Oklahoma, on January 1, 1943. The Governor is a Vietnam Veteran, having served with the U. S. Army's 82nd Airborne Division and other volunteer duty while in Vietnam from 1963-1964. He and his wife, Susan, have three children.

Term expires December 1998



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. Lutali and his wife, Susana, have nine children.

Term expires January 1997



ARIZONA

FIFE SYMINGTON (Republican) was sworn in as the nineteenth Governor of Arizona on March 6, 1991 and was re-elected to that office in 1994. Raised in Maryland, Symington graduated from Harvard in 1968. He was introduced to Arizona while stationed at Luke Air Force Base in 1968. In 1971, he received the

Bronze Star medal for his service in Southeast Asia during the Vietnam War. 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 and industrial development firm, The Symington Company. Since taking office, Symington has carried out his agenda of tax reduction, economic development, fiscal accountability in government, education reform, crime reduction and a balanced environmental program. During the 1995 legislative session, Fife Symington ushered through a fourth consecutive decrease in Arizona taxes. This \$200 million decrease, in combination with his 1994 Middle Income Tax Relief Act of \$100 million, has reduced the income tax liability of all Arizona taxpayers by 21 percent. Symington has also recognized the need for excellence in government. He initiated Project SLIM (state long-term improved management) to produce top quality service in a streamlined state government. Total Quality Management is now a permanent part of Arizona state government through the Governor's Office for Excellence in Government. He served as chairman of the Western Governors' Association during the 1993 fiscal year. He is married to Ann Pritzlaff Symington and they have five children.

Term expires January 1999



CALIFORNIA

PETE WILSON (Republican) was first inaugurated Governor in January, 1991 and was re-elected to that office in 1994. He 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 and his wife, Gayle, have two children.

Term expires January 1999



COLORADO

ROY ROMER (Democrat) the thirty-ninth Governor of Colorado, is a veteran political and business leader in the state. Romer has been the state's chief executive since January 1987 and will serve in that position until January 1999. He previously served from 1977-

87 as Colorado state treasurer. He was a member of the Colorado House from 1958-62 and a member of the Colorado Senate from 1962-66. Major items on Romer's agenda for his third term include working with Coloradans on directing the state's growth and protecting its beauty and environment; reforming and improving the educational product of the state's public schools, colleges and universities; toughening the state's criminal laws; and making state government more user friendly both for business and individual citizens. He also is continuing to work to ensure that the state's economy remains healthy and that Coloradans are prepared to fill available new jobs. Romer is chairman of the Educational Commission of the States and a past chairman of the National Governors' Association. He continues to serve on the NGA board of directors and as co-chair of the association's task force on health care reform. He also has been a member of the National Education Goals Panel since its inception. As the goals panel's first chairman, he was responsible for developing the first national education report card. He also served as co-chair on the National Council on Education Standards and Testing. The 66-year-old Romer, who grew up in the southeastern Colorado town of Holly, also has had an active business career. He is an owner of a chain of construction equipment stores in Colorado, Virginia and

Florida. He developed a portion of Colorado's Centennial Airport, ran a flying school and owned and operated a ski area. Romer and his wife, Bea, have seven children.

Term expires January 1999



GUAM

CARL T.C. GUTIERREZ (Democrat) was born in Agana Heights, Guam, on October 15, 1941. He graduated from South San Francisco High School in 1960. Shortly after his graduation, Governor Gutierrez enlisted in the United States Air Force, where he was trained in high technology. He left the

Air Force in 1965, and returned home to Guam. Governor Gutierrez has been an active member of Guam's business community since the early 1970's, when he established his own business, Carltom Enterprises, a builder of residential homes and commercial structures. He has also served as a consultant and board member to other firms. First elected to public office in 1972, Governor Gutierrez served in the Guam Legislature from 1973 to 1986, including two terms as speaker. He was re-elected to the senate in 1989, serving as chairman of the Ways and Means Committee. He held the chairmanship until 1994, when he was elected Governor. Governor Gutierrez has served as president of the Constitutional Convention and the Association of Pacific Island Legislatures, as well as host president of the Asian-Pacific Parliamentarian's Union. In the 1980's Governor Gutierrez received an honorary doctorate of humanities from the World Academy of Arts and Sciences. He started a non-profit organization called "People Helping People" in 1994. The main objective of the charitable/civic group is to extend financial assistance to residents of Guam requiring medical treatment off-island. Governor Gutierrez is married to Geraldine ("Geri") Torres Gutierrez. They have three children.

Term expires January 1999



HAWAII

BENJAMIN J. CAYETANO (Democrat) became Hawaii's fifth Governor and first of Filipino ancestry, on December 5, 1994. Prior to his election as Governor, Cayetano served as Lieutenant Governor. In 1990, he was the first Lieutenant Governor in state history to seek and win re-election to a second

term. As Lieutenant Governor, Cayetano in 1989 conceived and spearheaded implementation of the After-School Plus (A+) Program, in an effort to deal with the problem of latchkey children in kindergarten through grade six. He has led the fight for educational reform and chaired the 1991 Task Force on Educational Governance, which issued sweeping recommendations to improve the school governance structure and to further school/community-based management. The Hawaii State Legislature has implemented most of the recommendations. He served 12 years in the Hawaii State Legislature where he held several leadership positions. He was elected to two terms in the House from 1975-1978 and two terms in the Senate from 1979-1986. His record of accomplishments as a public servant received special recognition when the UCLA Alumni Association distinguished him as a recipient of its 1993 Awards for Excellence, an honor given to outstanding UCLA alumni. Governor Cayetano graduated from Farrington High School in 1958. He earned a Bachelor of Arts in Political Science from the University of California at Los Angeles in 1968 and a Juris Doctorate in 1971 from Loyola Law School, Los Angeles. He practiced law for 15 years. He and his wife, Lorraine, have three children.

Term expires December 1998



IDAHO

PHILIP E. BATT (Republican) became Idaho's twenty-ninth Governor on January 2, 1995. He was born in Wilder, Idaho in 1927 and went onto college at the University of Idaho, but his education was interrupted for two years when he volunteered for the Army Air Force. Batt has a long history

of public service, first elected to the Idaho State Legislature in 1965. He served two years in the House and 14 years in the Senate. He also served as Lieutenant Governor from 1978 until 1982, where he positioned himself as an ombudsman. The hallmark of Batt's legislative career is an ability to resolve complicated issues while he acts as a mediator. Governor Batt also has a long, outstanding record of innovation in agriculture. He was

instrumental in bringing new varieties of hops to the United States and Idaho. His experimentation with new varieties of brewing barley, sweet yellow onion and other crops has provided a strong economic structure to Idaho farmers. A strong fiscal conservative, Batt believes the private sector can do nearly anything better than the government. He believes that Idaho's relative prosperity has been mainly due to a conservative legislature that refrains from high taxation and over-zealous regulation. Batt and his wife, Jacque, have three children.

Term expires January 1999



KANSAS

BILL GRAVES (Republican), was elected the forty-third Governor of Kansas on November 8, 1994. By securing 64 percent of the vote, Graves garnered the largest percentage of any 1994 non-incumbent state's gubernatorial candidate in the United States. In addition, he carried 102 of the 105 coun-

ties. Prior to assuming office on January 9, 1995, (his 42nd birthday), Graves served eight years as Kansas Secretary of State—first elected in 1986 and re-elected in 1990. A native of Salina, Graves grew up involved in Graves Truck Line, the family business. Throughout high school and until 1975, when he graduated from Kansas Wesleyan University in Salina, Graves continued to work in all aspects of the family business. He later pursued graduate studies in business administration at the University of Kansas in Lawrence. He married Linda Richey in 1990. Involved in civic and community activities, the Governor has served on a number of executive boards including the executive committee of the Jayhawk Area Council of the Boy Scouts of America and the board of the Sunflower State Games. He is a member of the Kansas Chamber of Commerce & Industry, a graduate of the 1985 class of Leadership Kansas, and Commander in Chief of the Kansas Cavalry, a private sector-based business recruitment team. As Governor, Graves serves on the Natural Resources Committee of the National Governors' Association and is Commander in Chief of the Kansas Army and Air National Guards.

Term expires January 1999



MONTANA

MARC RACICOT (Republican) was born on July 24, 1948, in Thompson Falls, Montana and graduated from Libby High School. He received his B.A. degree from Carroll College in Helena, Montana and his law degree from the University of Montana School of Law in 1973. After graduation he entered the

United States Army and was assigned to the Judge Advocate General's Corps. He was stationed in West Germany and served as chief prosecutor for the geographically largest U.S. military jurisdiction in Europe. After three years, he was discharged as a captain and returned to Montana, where he became a state Assistant Attorney General and Montana's first Special Prosecutor, handling specific major cases for county attorneys. He was elected Attorney General in 1988 and planned to run for re-election until Governor Stan Stephens took ill and dropped out of the gubernatorial race. Racicot was elected Governor in 1992. Major challenges he has faced as Governor include managed economic development, major reforms in workers compensation, tax structures and government operations. He and his wife, Theresa, have five children.

Term expires January 1997



NEBRASKA

E. BENJAMIN NELSON (Democrat) was elected Nebraska's thirty-seventh Governor in 1990, and his re-election in 1994 made him the first Nebraska Governor to be elected to a second term in more than two decades. He won 74 percent of the vote, the largest margin of victory for any Governor in

the nation that year. The lifelong Nebraskan was successful in the legal and insurance professions before seeking public office. He earned B.A., M.A. and J.D. degrees in philosophy and law from the University of Nebraska and was Director of the state Department of Insurance in the mid-1970s. Early in his first term as Governor, Nelson established himself as a national leader in the fight against unfunded national and state mandates. He has also taken a national leadership role in the convening of a "Conference of the States," an effort to restore the balance of power between the federal and state governments while protecting the U. S. Constitution. On the state level, Nelson concentrated on

education, the environment and economic development during his first four years. The January 1994 *Kiplinger's Personal Finance Magazine* cited Nebraska as one of the strongest states financially. A more efficient and effective government remains one of Governor Nelson's goals in his second term. Within weeks of his second inaugural, he initiated his streamlining efforts with the establishment of the Nebraska Health Policy Project, aimed at ending the duplication of services offered by state departments. Nelson's welfare reform and crime prevention efforts have also continued. In February 1995, his administration's welfare reform package received the most far-reaching federal waivers ever granted. Nelson's crime bill is aimed at fighting crime "neighborhood by neighborhood, block by block, house by house, and person by person." Nelson and his wife, Diane, have four children.

Term expires January 1999



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. He was elected to office in 1990 and was re-elected in 1994. Miller served as Lieutenant Governor of Nevada

from 1987-89. He was Clark County district attorney from 1979-86. When he was re-elected in 1982, Miller became the first Clark County district attorney in modern history to win re-election. 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 J.D. 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 and his wife, Sandy, have three children.

Term expires January 1999



NEW MEXICO

GARY E. JOHNSON (Republican) says he is a firm believer in citizen service and that it is every individual's duty to take part in a democracy. He was elected the twenty-sixth Governor of New Mexico in November, 1994 and has pledged to put people before politics during his administration. Born in

Minot, North Dakota, Johnson received a bachelor's degree in political science from the University of New Mexico in 1975. In 1974, he began going door to door seeking construction and remodeling jobs to pay for his college education. By 1976, he and his wife, Dee Johnson, had founded Big J Enterprises, a commercial and industrial construction company, which they still own and operate. Johnson is a nationally ranked triathlete and actively promotes youth and adult athletics. He has served on the board of advisors at the University of New Mexico's Center for Entrepreneurship and Economic Development at the Anderson School of Management and on the board of directors for the Greater Albuquerque Chamber of Commerce. The Johnsons have two children.

Term expires January 1999



NORTH DAKOTA

EDWARD T. SCHAFER (Republican) was inaugurated December 15, 1992 as North Dakota's thirtieth Governor. He took office with a philosophy of tax reductions, economic development and "rightsizing" government to fit the needs of North Dakota. Born in 1946 in Bismarck, Schafer began work at age 14

with a mail room job in the company founded by his father, the Gold Seal Company. He earned a degree in business administration from the University of North Dakota and an MBA from the University of Denver. He returned to the family business, and after working in several management divisions, Schafer was elected president of the Gold Seal Company in 1978. During the next seven years, he presided over a 42 percent increase in sales, and saw the company's net worth triple. Two years after he took office, 15,600 more people were working in North Dakota. For the first time in 10 years, the number of state government employees has been reduced, and the cost of state government as a percentage of North Dakotans' personal income has gone down. The state's population also increased in 1993, reversing a decade-long trend of out-migration. Governor Schafer lowered the average unemployment tax his first two years in office, making approximately \$8 million available to employers to expand, purchase equipment, pay higher wages and invest in

retraining programs. More than 100 communities and cities are enrolled in his BUILD (Better Utilization of Investments for Local Development) program, one of the key components of his community development initiative. The final state budget approved by the Legislature for the 1995-97 biennium was within one-tenth of one percent of the executive budget proposed by the Governor. Schafer serves as chairman of several state boards and commissions, including the Board of Pardons, Land Board, Emergency Commission, Industrial Commission, State Board of Equalization, and Water Commission. He is chairman of the Midwest Governors' Association and the Interstate Oil and Gas Compact Commission. He and his wife, Nancy, have four children.

Term expires December 1996



NORTHERN MARIANA ISLANDS

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 of 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.

Term expires January 1998



OREGON

JOHN A. KITZHABER (Democrat) was born and raised in the Northwest. After graduating from Dartmouth College in 1969, he received his medical training at the University of Oregon and practiced emergency medicine in Roseburg, Oregon, for 13 years. Kitzhaber first ran for office in 1978 and was elected to the

Oregon House of Representatives. Two years later, he was elected to his first of three terms representing Douglas County and parts of Jackson County in the State Senate. Kitzhaber served as Senate President from 1985 to 1993, overseeing passage of major legislation including the Oregon Health Plan, the Oregon Education Act for the 21st Century, and the Oregon Forest Practices Act. In 1994, Kitzhaber was elected Governor, succeeding retiring Democratic Governor Barbara Roberts. Kitzhaber is known nationwide for authoring the groundbreaking Oregon Health Plan. He is credited both with crafting the plan itself and for bringing together disparate interest groups to pass the law, which took effect in February 1994. He received the American Medical Association's Dr. Nathan David Award in 1992 in recognition of his outstanding contributions in health care. Kitzhaber serves on the faculty of the Estes Park Institute and has been a clinical professor at Oregon Health Sciences University since 1989. In addition to his well-deserved reputation as an expert on health care legislation, Kitzhaber has also received recognition for his many accomplishments in the field of environmental stewardship including the prestigious Neuberger Award given by the Oregon Environmental Council. Kitzhaber is also recognized for his reform of the State's workers compensation law, which dramatically reduced costs to business while enhancing benefits for many workers. He is married to Sharon Kitzhaber.

Term expires January 1999



SOUTH DAKOTA

WILLIAM J. JANKLOW (Republican) is serving his third term as South Dakota's Governor. Janklow was born in Chicago, but moved to his mother's hometown of Flandreau, South Dakota following his father's death. He quit high school at age 16 to join the Marines. After serving in Asia during the

Quemoy-Matsu crisis, Janklow returned home in 1960, married Mary Dean Thom and enrolled at the University of South Dakota. After earning a law degree in 1966, he worked for the legal aid program on the Rosebud Indian Reservation and later became director of legal aid for the

state. In 1973, Janklow began a law practice in Pierre and became the special state prosecutor for the American Indian Movement Custer riot cases. He was elected Attorney General in 1974, and then ran a successful campaign for Governor in 1978. He was re-elected in 1982. He returned to private life for eight years, and in 1994, he was elected to a third term as Governor. The 1995 Legislature approved Janklow's plan for a 20 percent property tax reduction for agricultural land and owner-occupied homes. He's also leading efforts to reduce government spending, eliminate unnecessary education laws and rules, solve corrections problems, hold down health care costs for the elderly, extend health care benefits to low-income children, improve opportunities for affordable housing and give local governments more flexibility. Janklow and his wife, Mary, have three children.

Term expires January 1999



TEXAS

GEORGE W. BUSH (Republican) is the forty-sixth Governor of the State of Texas. He won election on November 8, 1994 with 53.5 percent of the vote. His large margin of victory after a positive, issue-specific campaign is viewed as a mandate for constructive reforms to curb lawsuit abuse, decontrol education,

strengthen juvenile and criminal justice laws, and change the welfare system. Before taking office, Bush served as Managing General Partner of the Texas Rangers baseball organization. In April of 1989, Bush led a group of business partners in purchasing the Rangers from its then owner, the late Eddie Chiles. Bush was instrumental in bringing together the Rangers and the City of Arlington to build the Rangers' new home, The Ballpark in Arlington. In 1975, Bush founded and became CEO of Bush Exploration, a Midland-based oil and gas company. The company merged in 1983 with Spectrum 7 Energy Corporation. Bush ran the company until it was merged with Harken Energy Company in 1987. George W. Bush grew up in Midland and Houston. A former F-102 fighter pilot in the Texas Air National Guard, Bush holds a Bachelor's Degree from Yale University and an MBA from Harvard University. Bush ran for Congress in 1978 in West Texas and was narrowly defeated by then-Democrat Kent Hance. Bush and his wife, the former Laura Welch, now reside in Austin with their 13-year-old twin daughters. Bush has been an active member of the Methodist Church and has served on the boards of various business, charitable, and civic organizations.

Term expires January 1999.



UTAH

MICHAEL O. LEAVITT (Republican) took office in January, 1993. Before being elected, the Governor was the chief executive officer of a large, regional insurance firm. He was born in Cedar City, Utah, and is married to the former Jacalyn Smith of Newton, Utah. They are the parents of five children. The Governor is the chair

of the Western Governors' Association and the Republican Governors' Association. He is a member of the National Governors' Association Executive Committee and serves on the association's health care task force. Governor Leavitt was appointed by President Clinton to the U. S. Advisory on Intergovernmental Relations. He is president-elect of the Council of State Governments. One of the Governor's highest priorities is restoring a proper balance between the states and the federal government. He is one of the lead Governors working with the Council of State Governments, the National Governors' Association, and the National Conference of State Legislatures to convene a historic Conference of the States. The conference will identify ways of correcting the imbalance in federal-state relations and present these principles to Congress in a new instrument of communication called a States' Petition. Governor Leavitt's other key priorities include: providing world-class education; building a stronger economy around higher paying jobs; protecting Utah's quality of life; making state government more efficient, and caring for the needy while fostering self-reliance.

Term expires 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 homesteaded in 1882. Lowry graduated from Endicott High School in 1957 and from Washington State University in 1962. In 1975, he was elected to the King County Council and

became chair in 1977. He also served as president of the Washington State Association of Counties. In 1978, he was elected to the U. S. House of Representatives where he was re-elected four times serving a total of 10 years. After leaving Congress, Lowry taught government at Seattle University's Institute for Public Service. In November 1992, Mike Lowry was elected the twentieth Governor of the State of Washington. He is the first Governor in Washington's history to succeed a Governor of the same party. Governor Lowry's goals for his administration include: streamlining state government by merging agencies, cutting state travel expenditures, reducing equipment purchases and eliminating and consolidating numerous boards and commissions; improving

the efficiency and effectiveness of regulatory programs; containing health care costs and assuring affordable health care for all of the state's citizens; promoting world trade opportunities; enhancing our natural resources and protecting our environment; and investing in our most precious resource—our children. The Governor's Youth Agenda is recognized across the state as the first serious attempt to get at the roots of youth violence. As violent crime, pregnancy and drug use among the state's young people continue to increase, the Governor has targeted more prevention and education services for children and families, while cracking down on hardened criminals. Governor Lowry and his wife, Mary, have been married for 26 years. Their daughter, Diane, is a college student.

Term expires January 1997.



WYOMING

JIM GERINGER (Republican) was born in Wheatland, Wyoming on April 24, 1944, the second oldest of seven children. He was raised on the family farm, graduated from Wheatland High School, and earned a Bachelor of Science in Mechanical Engineering from Kansas State University in 1967. That same year, Geringer was

commissioned as an officer in the Air Force and assigned to space development programs in California. He participated in the development of a variety of Air Force and NASA space boosters, including launches of reconnaissance satellites, the NASA Viking Mars lander, an upper stage booster for the space shuttle and the Global Positioning Satellite System. In 1977 he chose to forego a promising career with the Air Force, as he and his wife, Sherri, decided to bring up their young family in rural Wyoming. In order to make a transition back to farming, Geringer accepted a position at the Missouri Basin Power Project's Laramie River Station in contract administration, after which he went into farming and cattle feeding full-time. The Geringers started from scratch, and in 1987, they bought their own farm. Geringer continued his military service with several reserve commission assignments including activation of the Peacekeeper missiles around Warren AFB in Cheyenne. Prior to his election as Governor, Geringer served six years each in the Wyoming House and Senate. Geringer's community service includes the Farm Bureau, Farmers Union, Rotary, Lions, Ducks Unlimited, Pheasants Forever, National Federation of Independent Business, Chamber of Commerce and the American Legion. The Governor and Mrs. Geringer have five children and are active members of the Lutheran Church.

Term expires January 1999



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Christopher McKinnon, Program Manager - Environment
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Region VIII
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Department of Environmental Quality

WASHINGTON, D.C. OFFICE

Richard Bechtel, Director
Shaun L. McGrath, Senior Legislative Assistant
Dolores Whiskeyman, Assistant for Special Projects



Acknowledgments

The Western Governors' Association wishes to thank the following federal agencies and private foundations for their support last year:

U.S. Environmental Protection Agency
U.S. Department of Energy
U.S. Department of Defense, Office of the Assistant Secretary of Defense, C³
U.S. Department of Defense, Office of Environmental Security
U.S. Department of Defense, Legacy Program
U.S. Department of Interior
U.S. Department of Health and Human Services,
Public Health Service, Maternal and Child Health Bureau
U.S. Department of Agriculture, Food and Consumer Service
U.S. Department of Agriculture, U.S. Forest Service
U.S. Department of Agriculture, Natural Resources Conservation Service
The Ford Foundation
The Charles Stewart Mott Foundation
The William and Flora Hewlett Foundation
The Henry J. Kaiser Family Foundation

WGA also wants to thank the numerous businesses and other interests who contributed financial and other support for the Western Governors' Association Annual Meeting.

WGA would like to recognize the staff who serve on various task forces, working groups, and advisory committees for their guidance, including:

WGA Staff Council
Electronic Benefits Transfer Task Force
Interstate Technology & Regulatory Cooperation Working Group
Health Passport Task Force and Physicians Advisory Committee
Telemedicine Policy Review Group
Mine Waste Task Force
Endangered Species Working Group
Great Plains Partnership Council and Work Group
Waste Technology Working Groups
Hazardous Waste Working Group
WIPP Transport Technical Advisory Group
Grand Canyon Visibility Transport Commission and its committees

The following advisors and consultants are recognized for going out of their way to be of assistance to WGA :

Jim Allen—California Environmental Protection Agency
John Ambre, M.D.—American Medical Association
Ed Anton—California Water Resources Control Board
Ralph E. Anzur—Mountain Plains Region, Supplemental Food Programs, USDA
John Arthur—U.S. Department of Energy, Albuquerque
William Auberle—Northern Arizona University
Jim Austreng—California Environmental Protection Agency
Battelle Pacific Northwest Labs
BDM International
Craig Bell—Western States Water Council
Laura Beisten—University of Denver
Ty Berry—U.S. Fish and Wildlife Service
Ed Bostik—High Plains Rural Health Network
Carl Bowman—National Park Service
William Braithwaite, M.D.—University of Colorado Health Sciences Center
Richard Brancato—U.S. Department of Energy
Mike Brennan—Holland and Hart
Glenn Briskin—Washington State Department of Health
Martin Brown—Women, Infants and Children Program, Nevada
Peter Buessler—Minnesota Department of Natural Resources
Robert Burchard—U.S. Environmental Protection Agency/OSW
Ty Cañez—Arizona Department of Environmental Quality
Marilyn Canina—American Hospital Association
Margaret Cary—U.S. Department of Health and Human Services, Region VIII

Albion Carlson—New Mexico Environment Department
Jon Carter—Carter, Brock and Hinman
Francis H. Chang—The Henry J. Kaiser Family Foundation
Texas Chee—U.S. Department of Energy
Mary Clark—U.S. Environmental Protection Agency, Region VII
Ron Clark—Natural Resources Conservation Service
Clean Sites, Inc.
Mike Clinton—Bookman - Edmonston Engineering, Inc.
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Coleman Research
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Norman Collins—Ford Foundation, Office for Mexico and Central America
Colorado Center for Environmental Management
Mike Conroy—The Ford Foundation
Lauren Cook—Council on Foundations
Nola Cooke—U.S. Environmental Protection Agency, Region VIII
John Creighton—The Harwood Group
Sue Crystal—Washington Office of the Governor
Diana Daggett—Diana Daggett Consulting
John Danielson—Albertson's
George Dials—U.S. Department of Energy, Carlsbad Area Office
Dennis Donald—The Nature Conservancy
John Echonhawk—Native American Rights Fund
Troy Eid—Institute for Information Law & Policy
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Paul Evans—American Medical Association
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Susan Gordon—U.S. Environmental Protection Agency, Region VII
Gary Graham—Texas Parks & Wildlife
Phyllis Granade—MCG Telemedicine Center
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Jim Grigsby, Ph.D.—Center for Health Policy Research
Dennis Haddow—U.S. Forest Service
Paul Hadley—California Environmental Protection Agency
William J. Halverson—Network Associates
Rob Hanson—Idaho Department of Environmental Quality
John Harja—Utah Governor's Office
Ed Helminski—Weapons Complex Monitor
Dwight Hempel—U.S. Department of Interior
L. Bruce Hendrickson—Key Bank of Wyoming
Kerry Herndon—U.S. Environmental Protection Agency, Region VII
Marian Hess—U.S. Environmental Protection Agency, Region VII
J. Richard Hillman, M.D.—Public Health, Wyoming Department of Health
Bud Hoda—McClellan Air Force Base
Jerry Hoffman—Nebraska Health Policy Project
Judith Holm—U.S. Department of Energy
John Holmes—California Air Resources Board
Charles F. Holum—Doherty Rumble and Butler
Karen Hone—Conference Management Specialists, Inc.
Andy Hooper—Yuma Proving Grounds
Nan Hunter—U.S. Department of Health and Human Services
Bryan Ichikawa—MCI Telecommunications Corporation
Clark Johnson—South Dakota Department of Agriculture
Carol Jolly—Washington State Department of Ecology
Bill Jones—U.S. Environmental Protection Agency



The Honorable James Jones—U.S. Ambassador to Mexico
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Dick Juntunen—Resource Management Associates
Kathy Kelly—Washington Office of the Governor
Shawn Kendall—Pheips Dodge Corporation
Roger Kennett—Arizona Department of Environmental Quality
Kara Kindermann—National Governors' Association
Gary King—New Mexico State Representative
Victor Knutzen, M.D.—Northern Nevada Fertility Center
Fran Korten—The Ford Foundation
Doug Larson—Western Interstate Energy Board
Rod Larson—Blue Cross/Blue Shield of North Dakota
Roz Lasker, M.D.—U.S. Public Health Service
Korina Layne-Jones—U.S. Environmental Protection Agency, Region X
Jill Leppert—Turtle Mountain Women, Infants and Children Program
John Leshy—U.S. Department of Interior
David Lester—Council of Energy Resource Tribes
Bill Letson, M.D.—Wyoming Department of Health
Mike Long—Colorado Division of Mine Land Reclamation
Tom Looby—Colorado Office of Environment
Laura Lopez—U.S. Environmental Protection Agency, Headquarters
Rusty Lundberg—Utah Department of Environmental Quality
Diane Lynne—U.S. Environmental Protection Agency
Jill Lytle—U.S. Department of Energy
Daniel L. Maloney—Department of Veterans Affairs
C.V. Mathai—Arizona Public Service
Tad McCall—U.S. Department of the Air Force
Jerry McCarthy—Colorado Rural Health Telecommunications Coalition
Rob McKim—The Nature Conservancy
Andy McLeod—California Resources Agency
A. Richard Melton, Ph.D.—Utah Department of Health
Lic. Eliseo Mendoza Berrueto—Colegio de la Frontera Norte
Allen Miller, M.D.—Boise, Idaho
Ed Miller—The Charles Stewart Mott Foundation
Jan Miller—Utah Department of Environmental Quality
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Bill Ross—Ross & Associates, Ltd.
Verne Rosse—Nevada Department of Environmental Quality
Greg Ruehle—National Cattlemen's Association
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Bruce Runnels—The Nature Conservancy
Carlos Saavedra—Charles Stewart Mott Foundation
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Leslie Sandberg—Institute for Telemedicine
Rick Sauerwine—U.S. Navy
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Barbara Smith—South Dakota Department of Health
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Terry Smith—Idaho Department of Environmental Quality
Hickory Star—Office of Tribal Activities
Brian Stenquist—Minnesota Department of Natural Resources
James Strock—California Environmental Protection Agency
Richard Swedberg—U.S. Department of Transportation
Gary Taylor—International Association of Fish & Wildlife Agencies
Doug Thiede—Wyoming Office of Rural Health
David Thomas—Women, Infants and Children Program, Montana
B.J. Thornberry—U.S. Department of Interior
Edgar Thornton, New Mexico Environment Department
Steve Tobin—The William and Flora Hewlett Foundation
Ed Trexler—U.S. Department of Energy
Tony VanCuren—California Air Resources Board
Jerry Vap—National Association of Conservation Districts
Jeff Vonk—USDA, Natural Resources Conservation Service
Rob Walline—U.S. Environmental Protection Agency, Region VIII
David Wang—California Environmental Protection Agency
Dee Warneking—U.S. Department of Defense
Waste Policy Institute
Russ Webb—Alaska Department of Health and Social Services
Chris Wentz—New Mexico Department of Energy, Minerals & Natural Resources
John Wesnousky—California Environmental Protection Agency
Peter West, M.D.—University of Washington Medical Center
Douglas Wheeler—California Resources Agency
Beth Whitney-Teeple, Ph.D.—U.S. Air Force/SGR
J. Terry Williams—Wyoming EBT/Smartcard
Nancy Worst—Texas Natural Resources Conservation Commission
Jeff Yost—Nebraska Governor's Office



Western Governors' Association
600 17th Street, Suite 1705, South Tower
Denver, Colorado 80202-5452
(303)623-9378