
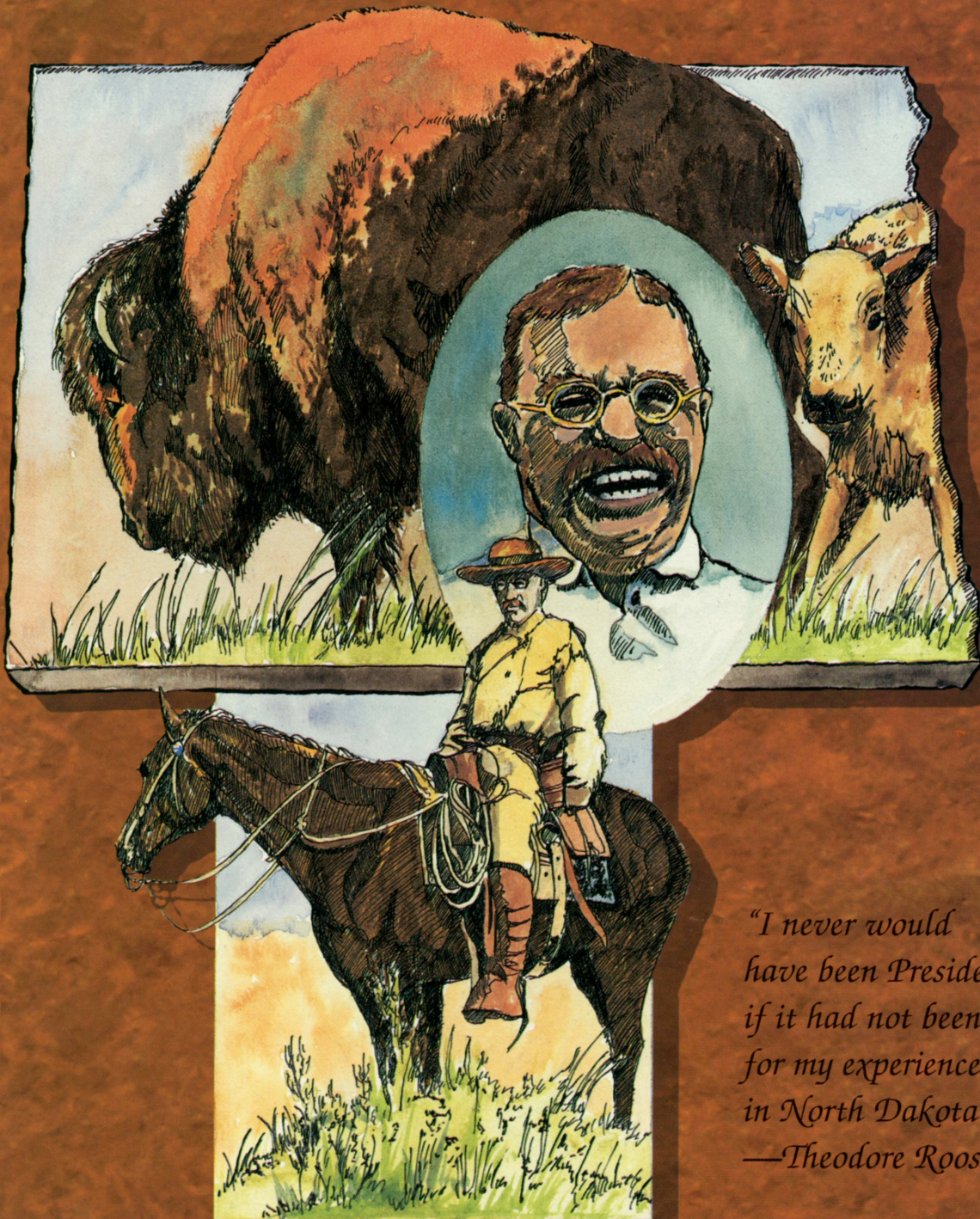


# WESTERN GOVERNORS' ASSOCIATION

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## ANNUAL REPORT



*"I never would  
have been President  
if it had not been  
for my experiences  
in North Dakota."  
—Theodore Roosevelt*

1997 ANNUAL MEETING  
MEDORA, NORTH DAKOTA  
JUNE 22-24, 1997



# MESSAGE FROM THE CHAIRMAN

## COMMON INTERESTS: COMMANDING OUR OWN DESTINY

June 22, 1997

When I assumed chairmanship of the Western Governors' Association one year ago, we set some extraordinary goals for improving government services, higher education, transportation and natural resource management in the West. I'm pleased to report our accomplishments in developing innovative solutions to our common problems...on our terms.

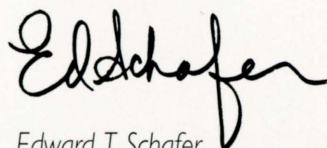
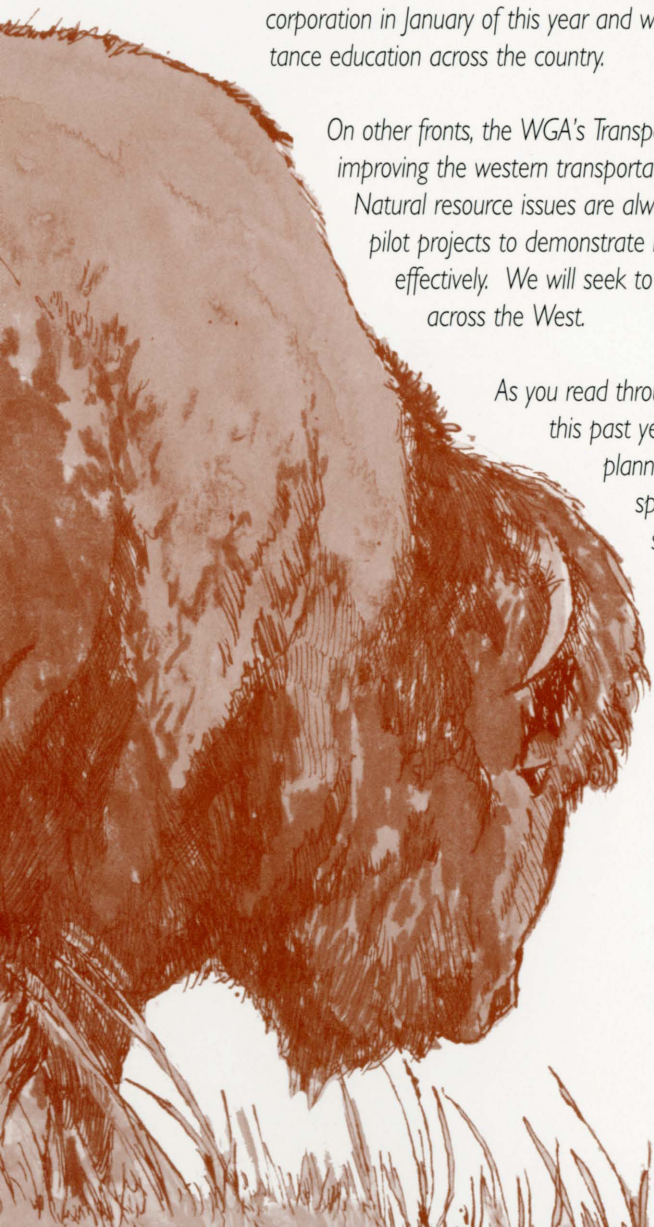
The Annual Report gives a brief synopsis of the many initiatives we have underway or have successfully completed. I would like to direct your attention to a few specific examples.

WGA is pioneering the use of information technology for government services on several fronts. Through the Health Passport Project, WGA is about to launch one of the largest pilot programs in this country to demonstrate how a secure, electronic health card can be used to better manage public health programs and improve the quality of care. The Western Governors University, just an idea two years ago, became an independent, nonprofit corporation in January of this year and will begin a pilot this year. The WGU is setting a new standard for distance education across the country.

On other fronts, the WGA's Transportation Futures Task Force is developing and testing strategies for improving the western transportation system to enhance our global economic competitiveness.

Natural resource issues are always high on our list of concerns, and this year WGA plans to develop pilot projects to demonstrate how national forests and public lands can be managed more effectively. We will seek to eliminate complexities, test new ideas and transfer the results across the West.

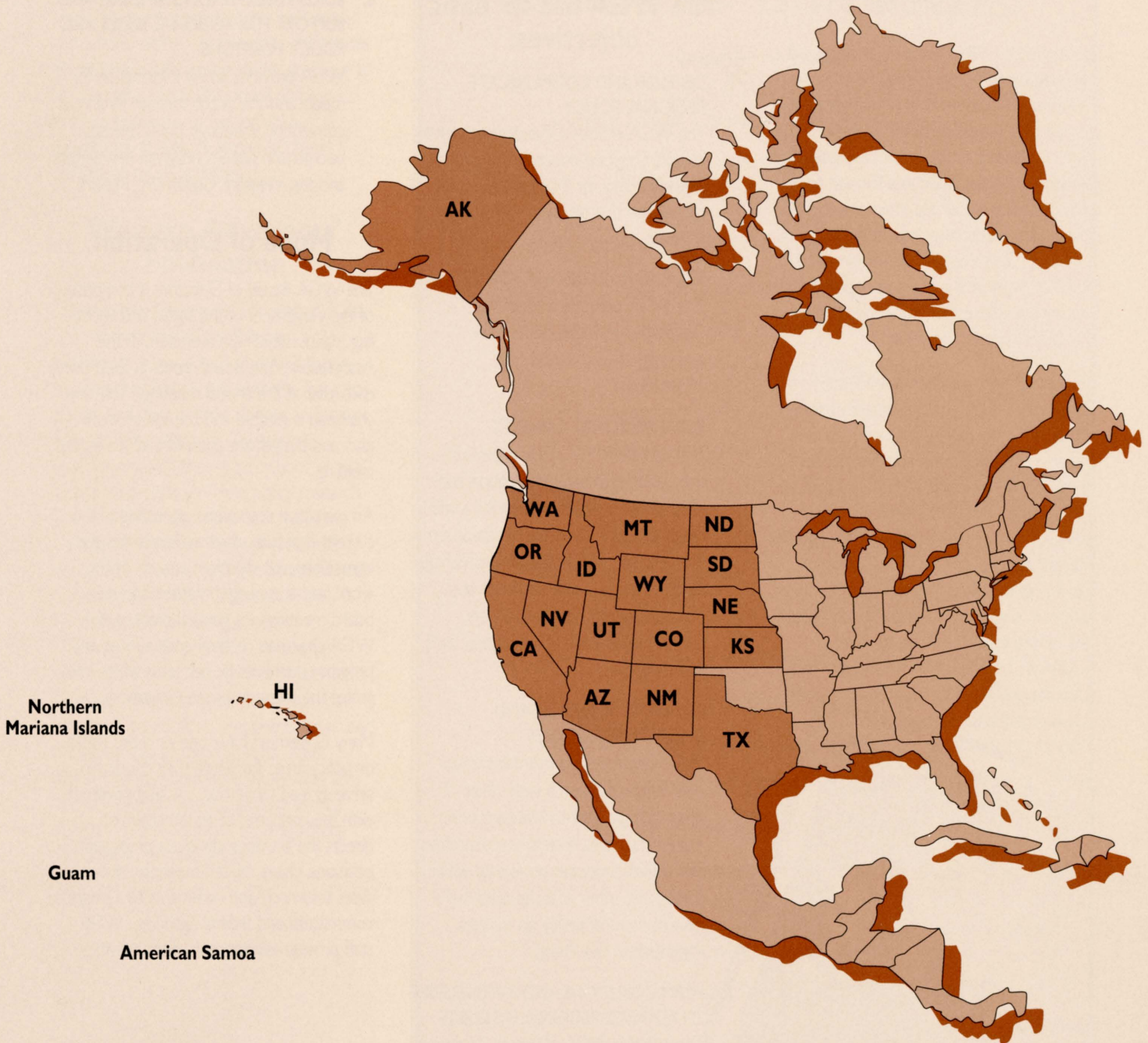
As you read through this report, not only will you learn about what we have accomplished this past year, but you will also get a glimpse of some bold, new initiatives we're planning for the coming years. Western Governors, following the entrepreneurial spirit of the pioneers who settled here, will continue to seek innovative solutions to our common problems, and in doing so, we will continue to command our own destiny.



Edward T. Schafer  
Governor of North Dakota  
Chairman, WGA



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

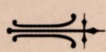


Northern Mariana Islands

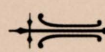


Guam

American Samoa



## TABLE OF CONTENTS



Message from the Chairman .....	Inside Front	Finances .....	14
Mission and Objectives .....	2	Western Governors' Bio Sketches .....	15 - 21
WGA Mode of Operation and Western Governors' Foundation .....	2 - 3	1996-97 Western Governors' Association Staff Council .....	22
1996-97 Board of Directors .....	3	Western Governors' Association Staff .....	22
Fiscal Year 1997 in Review .....	4 - 13	Acknowledgments .....	23 - 24



# 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 and three Pacific-flag Islands. 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.

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 for further review 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**

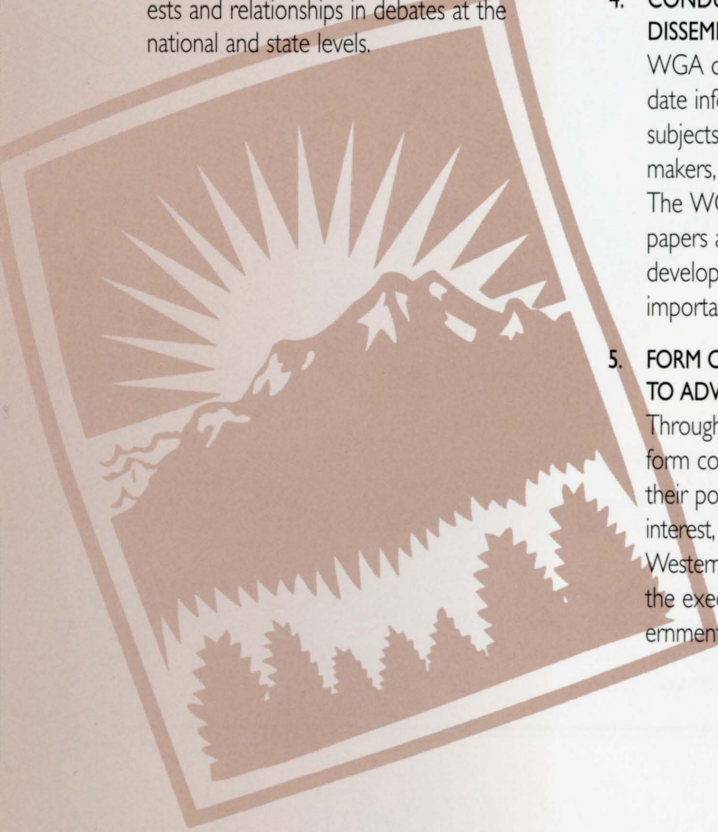
WGA provides timely information for media and the public through its annual convention, meetings, press releases, background papers, program newsletters and the Western Governors' Report.

## 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 between board meetings. In general practice, the WGA chairman recommends a focus and program during his or her term which integrates the 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.



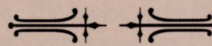


Between gubernatorial meetings, a Staff Council meets to review and guide WGA activities. The Staff Council comprises the chief of staff or top policy adviser for each Governor. The Staff Council reviews proposed work plans, budgets, and policy resolutions; works out interstate differences on regional 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 charitable grants and gifts from corporate and philanthropic donors and makes awards to the Western Governors' Association and other organizations or individuals who assist WGA in policy research. The Foundation also awards annually the George S. Mickelson Fellowship, named in honor of the former and late 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.

## **1996-97 BOARD OF DIRECTORS**



Governor Edward T. Schafer, North Dakota, Chairman

Governor Tony Knowles, Alaska, Vice Chairman

Governor Tauese P. Sunia, 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 E. Benjamin Nelson, Nebraska

Governor Bob Miller, Nevada

Governor Gary E. Johnson, New Mexico

Governor Froilan C. Tenorio, Northern Mariana Islands

Governor John Kitzhaber, Oregon

Governor William J. Janklow, South Dakota

Governor George W. Bush, Texas

Governor Michael O. Leavitt, Utah

Governor Gary Locke, Washington

Governor Jim Geringer, Wyoming



# FISCAL YEAR 1997 IN REVIEW

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

## REGIONAL DEVELOPMENT

### SmartStates

Through the SmartStates Initiative, the governors are championing forward-thinking policies on information technology. Partnerships among states and between states and private organizations are being used to advance new program applications and electronic commerce. The Governors' leadership helps break down barriers to new ways of doing business and provides important impetus to more cost-efficient delivery of government services.

Funding was received from the U.S. Department of Commerce's Technology Information and Infrastructure Agency in September 1996 to support the Governors' objectives. Under the leadership of Governor Mike Leavitt and his Chief Information Officer Gordon Peterson, the Governors created a SmartStates Task Force to guide the initiative. The Task Force is comprised of the Governors' chief information officers or senior policy advisors on information technology (IT). Key activities this year included:

- **Western States Information Technology Leadership Forum.** In cooperation with western legislators, Governor Leavitt hosted a forum to identify model state IT legislation and policies (e.g., digital signature legislation), to discuss public concerns regarding IT (e.g., privacy and security), and to identify areas for regional collaboration (FCC universal service regulations).
- **SmartStates Task Force Information Sharing.** The Task Force held conference calls to share IT issues and approaches and identify areas for regional collaboration on applications development. Issues discussed included: state highway rights-of-way, welfare reform, digital signature, chipcards, state IT leadership, and restructuring Department of Motor Vehicles service delivery. The Task Force has also established a web site ([www.westgov.org/smart](http://www.westgov.org/smart)) containing best practices in state IT policies and applications.
- **Multistate Cooperation on Developing and Demonstrating Chipcards.** Five states have identified chipcards as a possible integrating technology for delivery of selected state services and benefits. These states are sharing development ideas and strategies.

Initiatives falling under the SmartStates banner are described below.

### Western Governors University

Under the dynamic leadership of Governors Mike Leavitt and Roy Romer, the Western Governors University advanced steadily toward implementation during the past year.

Scheduled to open in early 1998, the WGU will employ a wide-range of information technologies to increase access to education and will award degrees and certifications based on a student's ability to demonstrate what he or she knows and can apply.

The WGU was spun off from the WGA in January and incorporated as a separate entity in the State of Utah. The Board of Trustees was expanded to include one additional representative from each of the 14 participating states and one territory. WGU headquarters were established in Salt Lake City, and academic offices were established in Aurora, Colo. The Board appointed the project co-directors, Jeff Livingston and Bob Albrecht, to the positions of interim chief operating officer and interim chief academic officer, respectively.

WGU's development director, Max Farbman, is charged with securing the necessary start-up funds to carry the project forward. Governors Leavitt and Romer have worked very closely with him, visiting numerous industry and foundation executives to share the vision of the WGU and to seek new partners. The Sloan Foundation and AT&T helped fund WGU activities this past year while it was still housed at the Western



Nevada Director of Information Services Marlene Lockard, Idaho State Representative Paul Kjellander, and Bert Wakely of Silicon Graphics discuss collaboration at Western States Information Technology Leadership Forum.

Governors' Association.

Henry Eyring of The Monitor Company, a nationally recognized management consulting firm, was retained to lead a team putting together a detailed business plan to guide the development of the WGU. The planning team consists of representatives from industry and academia from many of the participating states. The plan addresses both projected markets and revenues for the WGU, and major costs which must be incurred prior to implementation. The business plan has been a focal point for policymaking, both in setting strategic direction for the WGU and in raising key policy decisions, such as tuition, which must be in place prior to operations.

The National Center for Higher Education Management Systems has continued its work on developing competencies and assessment tools for the initial offerings of the WGU. These include certifications in the areas of transferable math and quantitative skills and electronics-related manufacturing skills. NCHEMS is working closely on this task with teams from industry and higher education from participating states. NCHEMS is also leading an effort to obtain accreditation for the WGU. Prospects for accreditation are bright thanks to a groundbreaking agreement under which the four regional accrediting bodies with jurisdiction over the WGU will work in tandem.

The Western Cooperative for Educational Telecommunications,



part of the Western Interstate Commission for Higher Education, is continuing its work on developing specifications for the WGU's catalog/advisor, local centers, and student services. The Cooperative also has been working with participating institutions to gather competency-based learning materials and to address technology issues in preparation for the pilot to begin in mid 1997.

**Recent Reports:**

- *Western Governors University: A Proposed Implementation Plan* (1996)
- *Criteria for Establishing WGU Local Centers: A Proposal* (Draft) (1997)

**Transportation Futures Project**

Governors and business leaders concur that improving the West's transportation systems and connections between those systems—be they highway, railway, air or water—is key to increasing the region's competitiveness in the global marketplace. However, public dollars for making improvements are dwindling. In 1995, Western Governors created a public-private task force to identify ways government, business and the transportation industry could work in partnership to increase the efficiency, capacity and safety of the systems. In 1996, the Governors adopted the initial recommendations of the Task Force in WGA Policy Resolution 96-001.

Governor Ben Nelson and former Governor Neil Goldschmidt co-chair the Transportation Futures Task Force, whose members include Governors Mike Leavitt and Bob Miller, transportation leaders, and business representatives who rely on the transportation systems to move their products and services. The Federal Highway Administration provided financial assistance to WGA to identify key issues and prepare recommendations for the Governors at their 1996 Annual Meeting. The Governors have asked the Task Force to implement demonstration projects to test their recommendations for employing technologies and public-private partnerships to address issues related to railroad operating efficiencies and community impacts, and freight movement and transportation planning. The Governors also challenged the Task Force to identify synergistic opportunities that exist between the transportation and communications systems. The Task Force will report on their efforts at WGA's 1997 Winter Meeting.

The Governors also asked for recommendations on regional issues Congress should consider during the reauthorization of the Intermodal Surface Transportation Efficiency Act, the Airport Improvement Act and local rail-assistance programs. Finally, the Task Force was asked to review the current proposals for improving the financing of transportation infrastructure, such as state infrastructure banks and revenue bonding. The Task Force is to think "outside of the box" in order to find additional methods for financing the West's transportation needs.

The Federal Highway Administration provides funding for this project.

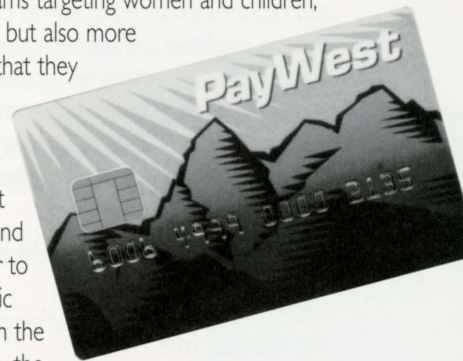
**Recent Reports:**

- *Transportation Futures: Moving the West's Economy* (1996)
- *Transportation Futures: Innovative Partnerships* (1996)

**Health Passport Project**

Under the leadership of Governor Ed Schafer, the Health Passport Project moved this year from the planning stages to implementation. The project is recognized as the most significant pilot of smart card technology in the U.S. to focus on health care. The project puts health and demographic information on a smart card that is common to several federal programs targeting women and children, giving patients more control over, but also more responsibility for, the health care that they and their children receive.

During the year, drafting was completed on a Health Passport request for proposals that lays out detailed specifications for design and development of the system. Prior to its release, project staff held a public hearing to receive comments from the vendor community. After revision, the RFP was released in late January and a bidders' conference was held in Reno, Nevada on February 21. A contract will be awarded in June, 1997.



*A smart card is used by Wyoming statewide for nutrition benefits.*

WGA worked successfully with its federal partners on the project (Medicaid, WIC, Public Health Service, Centers for Disease Control, Head Start, and Indian Health Service) to secure funding commitments. WGA also worked with many private partners who are contributing both financial and in-kind resources to the project. These include a major immunizations manufacturer, an insurance carrier, and health care providers. The HPP pilot states are North Dakota, Wyoming, and Nevada. Design and development will carry the project through December, 1997. The deployment and operations phases are scheduled for January, 1998 through June, 1999.

**Recent Reports:**

- *Request for Proposal to Conduct Field Demonstrations of the Health Passport Project* (1997)
- *Western Governors' Association Health Passport Project Phase I: Feasibility Study and Technical Design* (1995)

**Western States EBT Alliance**

Throughout the nation, paper-based government benefit delivery systems are giving way to new information technologies. These systems are known as electronic benefit transfer or EBT, operating much like ATM networks via magnetic stripe cards. They have demonstrated greater efficiency, better service, and new ways to control fraud in a host of state-administered cash and nutrition assistance programs.

Through the WGA, six states (Alaska, Arizona, Colorado, Hawaii, Idaho, and Washington) this year joined together to plan and develop a common EBT system. Under Colorado's leadership, these states entered into a joint procurement for EBT services and, after a highly competitive RFP and proposal process, selected a vendor



team led by Citibank. To date, Colorado has successfully piloted its EBT system in three counties for food stamps and cash assistance programs, and also direct deposit for its vendor programs and for clients on a voluntary basis. Colorado is now taking the system statewide. Idaho signed a contract with Citibank in December, 1996 and is planning a pilot to begin in September, 1997. Alaska signed a contract in March and is planning a pilot to begin in October. Washington received legislative authorization to proceed in late April, and Hawaii is expected to sign as of this publication. Arizona is awaiting legislative authorization to move forward.

The Western states will continue to work closely together to look for new programs to bring onto this EBT system and to ensure the compatibility of electronic infrastructure among financial institutions, retailers, health care providers, other businesses, and government agencies throughout the region.

This program was funded by the federal Electronic Benefits Transfer Task Force.

### Telemedicine

Telemedicine has the potential to significantly improve the health care of the West's rural residents and encourage health professionals to stay and work in these traditionally underserved areas. Urban residents may also see benefits by using telecommunications technology to receive medical services over distance. However, these potential benefits will remain limited unless intrastate and interstate barriers to the use of telemedicine can be addressed.

In 1995, the Governors instructed WGA to analyze telemedicine issues and recommend steps they could take to expand availability of this service. The *WGA Telemedicine Action Report* describes barriers to the increased use of telemedicine and recommends specific issues for Governors to address within their states and as a region. The Governors unanimously endorsed these recommendations by resolution in June, 1995. Since then, WGA has been working to implement the report's recommendations to overcome regional barriers. These include telecommunications infrastructure and regulation, state licensure of physicians and confidentiality of electronic medical records. WGA has worked closely with the Federal Communications Commission as it implements the universal service portions of the Telecommunications Act of 1996. In addition, it is completing a report funded by the National Library of Medicine on state telecommunications infrastructure and its health care uses. Governor Schafer of North Dakota is lead governor for this initiative.

#### Recent Reports:

- A Road Map to Western States' Information Highways: The Healthcare On-Ramps (forthcoming 1997)
- A Western States' Effort to Address Telemedicine Policy Barriers, University of North Dakota Law Review (forthcoming 1997)
- WGA Telemedicine Action Report (1995)

### International Trade Policy

States are presented with both opportunities and challenges as implementation goes forward on the North American Free Trade Agreement and the Uruguay Round of the General Agreement on Tariffs and Trade. In addition, states need to track negotiation of new international agreements such as the Multilateral Agreement on Investment. WGA keeps its members informed of developments and works to strengthen the role of states in implementing these agreements and influencing trade policy as it impacts sub-national governments. In the face of internationally negotiated agreements, the trade policy program helps states maintain their sovereignty, particularly with regard to environmental and natural resources 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.

In May, 1997, a report analyzing the Multilateral Agreement on Investment (MAI) and its potential impacts on state governments was completed and widely distributed. The report examines implications for state sovereignty of what has been publically proposed for the MAI and makes recommendations to

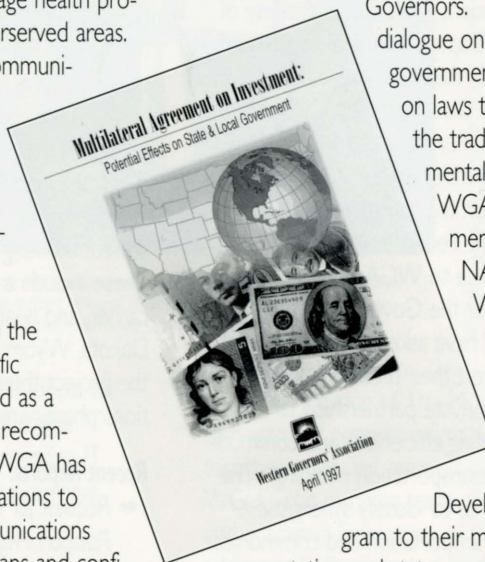
Governors. The report also aids the state-federal dialogue on the MAI, and it responds to federal government requests for information from states on laws that the MAI may impact. Through the trade program and the border environmental dialogue project detailed below, WGA is providing opportunities for its members to participate in the work of the NAFTA environmental institutions. WGA is sponsoring state observers to federal talks on a North American transboundary environmental impact assessment procedure.

Furthermore, WGA worked with the National Association of State Development Agencies to provide a program to their membership on trade agreement implementation and state sovereignty. Governor Nelson of Nebraska is lead governor for this program.

The William and Flora Hewlett Foundation and the Charles Stewart Mott Foundation provide support for the international trade policy program.

#### Recent Reports:

- *Multilateral Agreement on Investment: Potential Effects on State and Local Governments* (1997)
- *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 creates opportunities for U.S. and Mexican state and federal officials to work together on cross-border health, environmental and natural resource issues of mutual concern through a number of initiatives. With the support of the WGA and the Texas Natural Resource Conservation Commission, the top environmental officials from all 10 U.S.-Mexico border states met for the first time in Austin in late 1996. The purpose of the "Ten State Retreat" was to strengthen relationships and to identify priorities and projects for cross-border cooperation. The attendees signed a communique at the conclusion of the meeting that outlined their commitment to joint activities in the areas of pollution prevention, strategic planning, environmental information collection and exchange, technical training and exchange, and clean low-cost technologies. The meeting provided a substantial boost to state-to-state activities in the border region. WGA will continue to support joint border environmental activities in the coming year.

WGA is working with various federal agencies and the trilateral Commission for Environmental Cooperation (CEC) to ensure a state role in the CEC's work on a transboundary environmental impact assessment (TEIA) procedure for North America. If a project has the potential for transboundary pollution impacts, TEIA could allow for notice of projects, assessment and mitigation between states and provinces. In conjunction with its international trade policy program described above, WGA is aiding those states that share a border with Canada or Mexico to develop a Western state position on TEIA. Representatives from Alaska, Washington, California, Texas, North Dakota, and Montana have attended CEC meetings to help develop TEIA recommendations. These recommendations should be voted on by the CEC in mid-1997.

Governor George Bush of Texas serves as lead governor for the Border Environment Dialogue program. The Ford Foundation and the Charles Stewart Mott Foundation provide support.

## Electric Industry Restructuring

The Task Force on Electric Industry Restructuring: Competition and Reliability, chaired by Governor Fife Symington, was established in November at WGA's winter meeting. In December, representatives from a broad range of interests participated in a policy roundtable to discuss how to best manage the Western electric power industry's transition to a more competitive market.

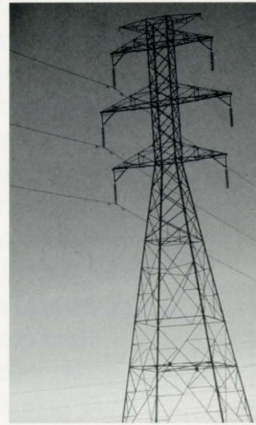
The Western electric power industry is critical to the well-being of the Western economy, and two major power outages during the summer of 1996 provided a poignant reminder of just how dependent the western economy is on electric power. The financial stakes are high as the electric industry undergoes transformation. In WGA states, the amount spent on electricity—nearly \$700 per capita—exceeds the gross output of the mining industry, the agricultural services sector, or the forestry and fisheries sector. Even a

small percentage reduction in electric power rates nets major gains for the region's economy. On the other hand, if the transition to competition is not well managed, restructuring can lead to potential rate increases for some consumers, consumer fraud, and worst of all, power outages.

Based on the findings from the policy roundtable, WGA adopted a resolution in February outlining many of the steps needed to make the transition to a more competitive Western electricity market. The Governors support:

- further implementation of open transmission access on a non-discriminatory basis, including the creation of Independent System Operators;
- increased federal/state/provincial coordination;
- new approaches to system reliability in a competitive market;
- adoption of system benefit charges for funding public purposes;
- cooperation with the federal government to mitigate market power; and
- an examination of the need for consumer protection measures.

The Governors directed the Task Force, with support from the Western Interstate Energy Board, to work toward implementing the provisions of the resolution. Nearly every Western state has now adopted or is studying new legislation or regulations addressing the changes in the industry. Western state representatives have joined with Western industry to reexamine the procedures for protecting system reliability. Additionally, states are participating with industry in the consideration or development of five Independent System Operators in the West.



### Recent Reports:

- *Summary of December 5 Roundtable on Electric Industry Restructuring* (1996)
- *Options for Maintaining and Enhancing Electric System Reliability* (1997)

## ENVIRONMENTAL MANAGEMENT

### Air Quality Initiatives

#### Institutional and Regulatory Reform

This past year, Governors adopted two resolutions regarding air quality that strive for the same result—improving air quality management across the West through institutional and regulatory reform. Institutional reform involves redefining the roles and responsibilities assumed by the major players in the air quality management process, including states, tribes, local governments and the Environmental Protection Agency. This entails an examination of how major air quality requirements, such as the planning process, are accomplished within the present institutional structure and how the process can be improved. WGA is looking for changes that will assist the West in achieving established air quality goals cheaper, faster, and smarter.



The concept of regulatory reform is focused on expanding the tools available to states and tribes in meeting air quality goals. The resolution directed WGA to examine economic incentive-based regulatory approaches which could be implemented as replacements for or supplements to the traditional command and control method. It is important that the West have the ability to develop and implement regional solutions to regional problems, such as haze.

To carry out the management directive, a steering committee comprised of individuals from states, tribes, the private sector, environmental groups, and federal agencies was formed. This group has hands-on experience in dealing with the implementation of air quality programs. It has been used to identify areas where regulatory and institutional reforms may be needed and to develop recommendations for improvement. WGA has also retained a contractor to develop options for implementing economic incentive-based regulatory programs that will include both stationary point sources, such as power generation or manufacturing facilities and automobiles.

By June, 1997 a report containing recommendations on improving the air quality management process, specifically focused on the areas outlined above, will be completed. There will be a continuing effort to implement the report recommendations.

Funding is provided by the EPA, West Associates and the Western States Petroleum Association.

### Western Regional Air Partnership

In June, 1996 the Grand Canyon Visibility Transport Commission made its final recommendations for protecting and improving visibility at 16 national parks and wilderness areas on the Colorado Plateau. The five-year process involved hundreds of participants—all levels of government, industry, environmental groups and private citizens. It proved the region can reach consensus on difficult environmental issues and on alternatives to prescriptive solutions imposed by the federal government.

The Commission voted to create a follow-up group to promote its recommendations and to deal with other air quality issues its membership agrees to consider. Tentatively named the Western

Regional Air Partnership (WRAP), this group is organizing, both with regard to membership and structure. Those considering participating are the states of Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Texas, Utah, Washington, and Wyoming; an equal number of tribal representatives; the Environmental Protection Agency; the Department of Interior; and the Department of Agriculture. As proposed, the WRAP will have neither regulatory nor implementing authorities.

### Mexican Projects

Mexican air emissions are known to contribute to violations of ambient air quality standards and visibility impairment in the Southwestern United States. For that reason, WGA has a number

of cooperative efforts underway to assist Mexico's national, state, and municipal governments build the institutional capacity necessary to develop and manage air quality programs and to promote the use of technologies that will result in lower air pollution emissions.

Through a major capacity building effort, WGA is assisting Mexico in developing a methodology for inventorying emissions in Mexico. As that work proceeds, training programs are also being developed and implemented through Mexican universities and training centers. Within the overall emissions inventory development process is a special effort to further develop mobile source emission estimation techniques. A multi-national steering committee comprised of individuals from U.S. and Mexico state and federal governments has been formed to oversee the project. A contractor has also been retained to work on the technical aspects.

Another cooperative effort involves the promotion of partnerships between energy technology manufacturers and service providers that will lead to more efficient and lower-emitting manufacturing and energy generation processes. This particular project is designed to enhance the use of cleaner fuels and energy-efficient processes and technologies by creating a clearinghouse for information on current and proposed energy-related projects and potential demand in the border regions; encouraging partnerships between energy users and suppliers; and working with Mexican officials to remove barriers to the development of cleaner energy production. This effort will increase opportunities in Mexico for U.S. firms specializing in energy efficient manufacturing and energy generation processes. Funding is provided by EPA.

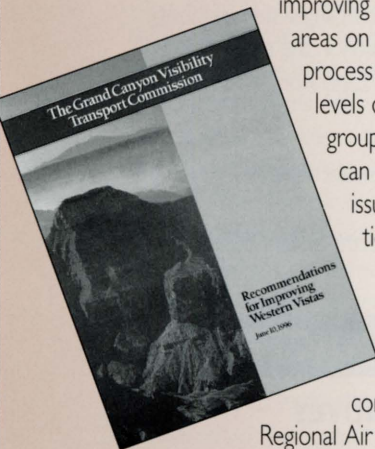
### Hazardous Waste Regional Dialogue

The regional dialogue for hazardous waste was established in 1989 and is currently lead by Governor Mike Leavitt. A technical advisory group supports the forum, through which the Western Governors and their staff resolve regional and interstate hazardous waste issues. Using the dialogue process, member states certified to the Environmental Protection Agency that the West has the capacity to manage its hazardous wastes. This certification enables member states to continue to receive Superfund cleanup monies

This year, the advisory group reviewed EPA's biennial report guidelines that the agency and states use to ensure hazardous waste generators are complying with federal and state regulations. The western states developed examples EPA could use to demonstrate the types of information states would find useful.

### Nuclear Waste Transportation

Next May, radioactive transuranic waste is scheduled to be moved through Western states to the Waste Isolation Pilot Plant in Carlsbad, N.M. WGA works with states, the Department of Energy and its contractors to ensure emergency personnel are prepared to support these shipments. After reviewing and updating WIPP procedures, WGA sponsored an exercise to test the transportation and emergency response system using mock shipments from the Idaho National Environmental and Engineering Laboratory, the Rocky Flats Environmental Test Site and the Los Alamos National Laboratory.





The results will be used to further refine the WGA procedures. This fall, a test run of a WIPP-bound truck will simulate the first shipment which is planned for May 1998.

The Department of Energy has agreed to use transportation protocols developed by WGA for shipments to WIPP. These procedures now serve as a model for the Southern and Midwestern states. During 1996, DOE completed the final shipments of highly radioactive cesium capsules from Virginia to Hanford, Washington. The campaign, which was coordinated through WGA's technical advisory group, used the WIPP protocols as a basis for planning and preparing the states for these shipments. The cesium shipments were completed without incident.



Emergency personnel participate in a WIPP transportation training exercise in Evanston, Wyo.

Shipments of foreign research reactor spent nuclear fuel are also anticipated in the near future. The WGA is working with DOE to help Western states prepare for them. Two sets of shipments are planned to the Idaho National Environmental and Engineering Laboratory (INEEL), one from the East coast and one from the West coast. These shipments contain spent nuclear fuel rods given to foreign nations under the "Atoms for Peace" program. Their return is an important part of the non-proliferation treaties.

Governors Phil Batt and Bob Miller provide leadership for WGA's radioactive waste transportation program. Governor Gary Johnson joins them as a co-lead governor for transportation issues related to WIPP.

This program is funded by the DOE's Carlsbad Area Office, INEEL and the Office of Transportation, Emergency Management and Characterization Management.

#### Recent Reports:

- WGA Fact Sheet: Western States Committed to Radioactive Waste Transport Safety (1997)
- Waste Isolation Pilot Plant Transportation Safety Program Implementation Guide (1996)
- Memorandum of Agreement Between The U.S. Department of Energy and WGA For The Safe Transport of Transuranic Waste to the Waste Isolation Pilot Plant (1996)

## Interstate Technology and Regulatory Cooperation

The goal of the Interstate Technology and Regulatory Cooperation work group is to achieve cost-effective cleanup of waste sites by streamlining the state-to-state review and approval of

promising new environmental technologies. Begun as a pilot project in 1995 by Western Governors, the ITRC membership now includes 27 state environmental regulatory agencies who work cooperatively with federal agencies and public, tribal, and industry stakeholders. Together, they are developing recommended regulatory and technical criteria for the performance, verification, and permitting of innovative technologies.

The ITRC focused its efforts this year on developing guidance and protocols for six technology categories. These documents can be used by regulators to review a permit application, by technology developers to better understand technology performance requirements, and by the consulting community to provide consistency in how technologies within these categories are approved for use at a site. Moreover, technology demonstrations conducted with these protocols will be acceptable from state to state, thus reducing the time and costs required to deploy an innovative technology throughout the West.

The ITRC initiative last year received the Hammer Award for Reinventing Government from Vice President Al Gore's National

Performance Review. In presenting the award, Robert Stone, Director of the National Performance Review, stated, "This grassroots partnership is a strong example of state and federal government breaking down barriers to accelerate cleanup of the environment."

In addition to supporting the ITRC, WGA also coordinated state regulatory agencies' involvement in the Rapid Commercialization Initiative. RCI is a partnership between the states and several federal agencies: the Department of Energy, Department of

Commerce, Department of Defense, U.S. Environmental Protection Agency. RCI verifies environmental technologies with simultaneous state and federal input. Through their participation, states gain first-hand experience of the verification process and the technology. This past year, WGA coordinated the participation of 14 states in 10 technology verifications.

Funding for this program is provided by EPA and the Departments of Defense and Energy.

#### Recent Reports:

- Interstate Technology and Regulatory Cooperation Working Group Final Report (1996)

## Abandoned Mine Waste Cleanup Partnerships

Last year the Governors were approached simultaneously by the Department of Interior and the National Mining Association to join forces to expedite the cleanup of abandoned mines in the West. After several months of negotiation, the Governors agreed to a range of actions they will pursue with industry, federal agencies or



Bob Stone of Vice President Gore's National Performance Review presents the Hammer Award for Reinventing Government to Ann Heywood, CalEPA Deputy Secretary for Environmental Technology, and James Allen, CalEPA Chief of the Office of Pollution Prevention & Technology Development. (Photo Courtesy of Savvy Works)



both. The agreed to actions focus on the following elements:

- resolving legal, policy, and programmatic barriers to abandoned mine cleanup;
- developing model memoranda of understanding to guide joint cleanups (site cleanup, joint repositories, liability in state removal actions);
- increasing on-the-ground funding for cleanup;
- developing a joint annual report on sites, priorities, and cleanups; and
- exploring creation of an online database of cleanup technologies.

Interior has subsequently invited the U.S. Forest Service and the Environmental Protection Agency to participate. Funding for the initiatives is being provided by both the Department of the Interior's Bureau of Land Management and the National Mining Association. Governors Mike Leavitt, Bob Miller, and Roy Romer serve as lead Governors for this initiative.

## PUBLIC LANDS AND WATER

### Regional Water Policy

The West continues to see rapid changes in the management of water. In this era of growing demands and changing values, a number of state and local groups have gravitated to a "watershed approach" to enhance local input, integrate management, and adapt to changes on a site-specific basis. WGA has joined in an effort with the Western States Water Council (WSWC), the National Conference of State Legislatures, and the Natural Resources Law Center at the University of Colorado to understand what makes watershed efforts succeed and what lessons are transferable.

After careful analysis of current watershed efforts and state roles in watershed management, WGA has developed a handbook for local watershed groups emphasizing factors unique to the West.

WGA is also working with the WSWC to develop a report for state water managers that provides guidance on how states can support and utilize watershed initiatives. These outcomes are part of a larger package from WGA's collaborators that include an inventory and analysis of current Western watershed efforts, a comprehensive source book on watershed management and a guidebook for legislators. In addition, WGA hopes to aid its members in the coming year as they move to address implementation of the non-point source pollution provisions of the Clean Water Act.

Furthermore, WGA is working with local, state, and federal interests to identify common objectives among Western states and to advance those objectives in the appropriate policy forums. Pursuant to a policy resolution calling for the creation of an incentive

in the Clean Water Act for voluntary remediation of water quality impacts at abandoned and inactive mine sites, WGA continues to work to amend the Clean Water Act. The WGA proposed language, which was included in the House bill, shields states from liability when they engage in remediation efforts at abandoned and inactive mine sites. WGA has also been working with Western states on language for a national states' Clean Water Act package. The areas addressed are water rights (section 510), state certification (section 401) and arid area water quality standards.

The Ford Foundation and EPA provide financial support for some of these efforts.

#### Recent Reports:

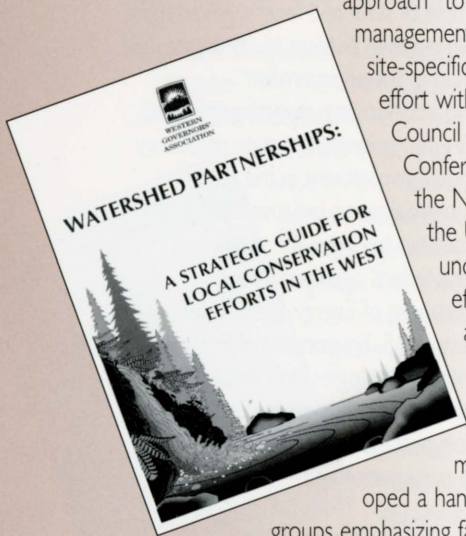
- *Watershed Partnerships: A Strategic Guide for Local Conservation Efforts in the West* (1997)
- *The Watershed Source Book: Watershed-Based Solutions to Natural Resources Problems*, University of Colorado Natural Resources Law Center (1996)
- *Watershed Management: Toward Local Initiative in Solving Water Problems*, National Conference of State Legislatures (1996)
- *Water Policy and Growth Management* (1995)
- "Retooling Western Water Management: The Park City Principles," *Water Law Trends, Policies and Practices*, published by the ABA (1995)

### Public Lands and Natural Resources Management

Working with other interested parties, WGA is identifying objectives Western states share for improving natural resources management and is advancing those interests in community, state and federal forums. By examining existing laws and policies both selectively and collectively, Governors can promote opportunities to improve governance and the existing policy framework for Western lands and coastal resources. Assisting WGA in this effort are: local interests, state legislators, the Western States Water Council and the Western Interstate Energy Board.

**Endangered Species Act** — The primary focus of WGA's Public Lands Program has been the Endangered Species Act. In this regard, WGA created a task force of state representatives to develop principles and a draft bill for reauthorization of the Act. A summary of this year's ESA activities can be found in the next section of the annual report: Bringing the West to Washington.

**Wildland/Urban Fire Interface** — Western Governors passed a resolution at the 1995 annual meeting emphasizing the need for clear and comprehensive fire policies affecting the wildland/urban interface. A WGA Task Force was formed with membership from federal, state, and local governments, the insurance industry, home-builders, and professional firefighting organizations. A final report and action plan for implementation of the recommendations was completed in February. The National Association of State Foresters has taken a lead role in implementing the recommendations.

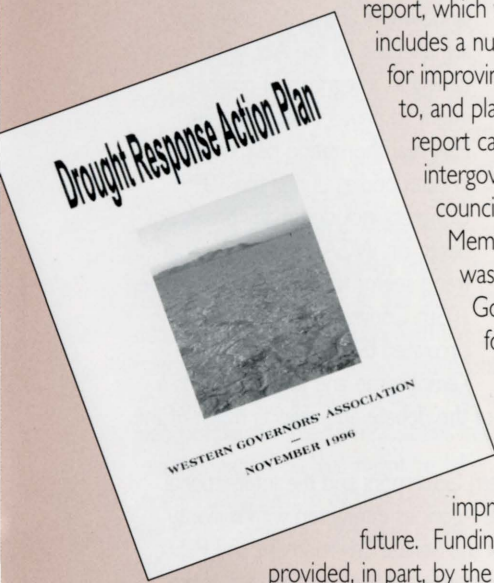




**Flood Response** — This spring, WGA formed a Floods Task Force to review federal, state and local response to catastrophic flooding in several states and to make recommendations for improvements. Ten Western states had significant flooding in the past year that disrupted the lives of hundreds of thousands of people and caused billions of dollars in damage. California damages alone exceeded \$1.5 billion. Flooding in many of the states exceeded the capacity of state and local governments to respond, and federal assistance has been imperative in assisting with the overall response effort. After conducting a thorough review of the issues, the Task Force will work with federal agencies to develop recommendations for improving future flood response.

**Coastal Management** — WGA is considering convening a conference in May, 1998 to discuss coastal management issues that are important to Western states. Common state issues regarding fisheries management, mineral development and other priorities will likely be addressed.

**Drought Response** — Responding to this year's devastating drought in the Southwest, the Governors adopted a resolution (96-03) which created a Drought Task Force. The Task Force's report, which was adopted in November, includes a number of recommendations for improving the governmental responses to, and planning for, droughts. The report called for the creation of an intergovernmental coordinating council for drought planning. A Memorandum of Understanding was signed in February by the Governors and the heads of four federal departments, which brings states and federal agencies together to address drought management and to improve drought response in the future. Funding for this activity has been provided, in part, by the U.S. Department of Interior, Bureau of Reclamation.



**Public Land Law Review** — State public lands experts recently began exploring how various public lands laws are working—or not working. Their objective is to examine laws governing the Bureau of Land Management and the Forest Service to determine what opportunities may exist to improve the ability of those agencies to meet their broad policy goals while integrating various congressional mandates, such as the Endangered Species Act, National Environmental Policy Act and Clean Water Act. The review could result in recommendations or proposed legislative language to resolve conflicts among various laws. The goal is to improve the health of the land and enhance the sustainability of Western communities.

**Open Lands** — The WGA is developing a project on open lands in response to a policy resolution passed this year by the Governors recognizing the importance of open lands for economic diversity, wildlife and natural resources, recreational opportunities, scenic values, agriculture and ranching, and the defining culture of the West. The goal of the project is to better inform local citizens about the tools and options available for managing open lands, emphasizing voluntary methods for preserving open space, greater federal agency cooperation on land exchanges and other partnerships, and the importance of sustainability in open lands decision-making.

The project will gather the region's leading thinkers on growth and development to provide strategic direction to WGA on the scope and focus of the initiative and to serve as project advisors. A key task will be to consolidate information and data on open lands in collaboration with industry, universities, and local, state and federal agencies and create an information clearinghouse. This will serve as a base for WGA promotion of successful models and best practices to encourage open lands planning and preservation by landowners, the real estate industry, communities, and professional services providers. Finally, WGA will develop policy options for the Governors and target changes needed to local, state, and federal laws, regulations, and tax policies; state agency budgets and activities; and other areas where the Governors can exercise leadership.

**Recent Reports:**

- *Wildland/Urban Interface: Fire Policy Action Report* (1996)
- *Drought Response Action Plan* (1996)
- *Endangered Species Act: Legislative Reform Package* (1995)

**Great Plains Partnership**

The mission of the Great Plains Partnership is to catalyze and empower the people of the Great Plains to create their own generationally sustainable future. Co-chaired by Wyoming Governor Jim Geringer and John Sawhill, President of the Nature Conservancy, the GPP Council this past year adopted a work plan that focuses on: local project support; outreach and education; technological research, development, and transfer; and fund-raising.

**Project Support Initiatives** — A generous grant award from National Fish and Wildlife Foundation will enable GPP to implement a pilot program entitled "High Plains Partnership for Species at Risk." This program provides for voluntary development and implementation of management strategies which will improve or restore habitat for declining wildlife species on the southern Great Plains. It seeks to restore ecosystem health, prevent possible extinction of grassland bird species, preclude federal endangered species listings and allow for sound local decisions which sustain community and individual economic viability. Initial efforts will focus on the lesser prairie-chicken and other grassland birds sharing short- and mixed-grass habitats. GPP, in conjunction with its partners, the Lesser Prairie-Chicken Working Group, and the U.S. Fish and Wildlife Service, will introduce this program in the states of Colorado, Kansas, New Mexico, Oklahoma, and Texas. These five states are taking the lead in



attempting to address local conservation priorities. The incentive-driven, voluntary program has five distinct objectives that will:

- improve communications and build local involvement;
- establish demonstration areas as educational tools;
- practice adaptive management on demonstration areas;
- cost-share approved range management practices; and,
- seek answers to applied research questions about wildlife-habitat relationships in the High Plains.

**Outreach, Information, and Education** — GPP project coordinators have logged hundreds of hours through meeting facilitation efforts, guiding consensus-building workshops, and conducting leadership training seminars, all in small communities throughout the region. The GPP recently assisted the U.S. Forest Service in facilitating a consensus-based process to develop a management plan for grazing allotments on the Comanche National Grasslands near Kim, Colorado. The partnership brought local ranchers, private environmental groups, and state and federal agencies together to assess the health of the rangeland ecosystem and to clarify its significance for maintaining a viable community and stable economy.

**Technological Research, Development and Transfer** — The GPP also continues its commitment to the research, development, and transfer of improved technology through the Great Plains International Data Network and Great Plains Partnership home pages on the Internet. These on-line information resources provide access to natural resource data servers and expand opportunities for Plains citizens to network with institutions, organizations, and other people working on similar issues within the region. The Internet address for the GPIDN is <http://www.epa.gov/GPIDN> and for GPP is <http://rbin.cfa.org/rbin/gpp/gpphome.html>.

**Funding Efforts** — GPP is committed to providing continued support to locally led conservation efforts and the projects they generate. Therefore, GPP is implementing a strategy to diversify its funding sources in an effort to achieve long-term stability for its programs. The GPP is actively engaging private citizens, local and national foundations, corporations, organizations, and federal and state governments as partners in this exciting effort. Funds will be used for program implementation and general operating support. Current support is provided by the U.S. Natural Resources Conservation Service, U.S. Environmental Protection Agency and Minnesota Department of Natural Resources.

**Recent Reports:**

- *Two Futures - Citizens Define Ways to Manage Glacial Lake Agassiz Ecosystems* (1996)

## BRINGING THE WEST TO WASHINGTON

WGA maintains an office in Washington, D.C., which serves as its liaison to the Western congressional delegation, key congressional committees, the cabinet and other executive branch agencies. The office uses WGA's policy resolutions as its principal lens to develop coalitions, provide technical assistance as issues arise, and to influence the shape of federal laws, regulations, and administrative decisions. A major portion of the office's work entails identifying, tracking, analyzing and reporting on federal legislation and regulatory actions that affect the West.

### Endangered Species Act

WGA's ESA Task Force under the leadership of Governor Mike Leavitt developed legislative principles and language to reauthorize and amend the Endangered Species Act. The draft would strengthen the role of the states, streamline the Act, and provide increased certainty and assistance for landowners and water users who are affected by the Act, while maintaining its integrity and original intent to protect listed species. ESA reauthorization bills introduced in both bodies during the 104th Congress included many provisions based on WGA's proposal. That trend seems to be continuing in the 105th Congress. A draft bill being circulated by Senators Dirk Kempthorne and John Chafee is a major step toward the center of the debate and reflects much of the work of Western Governors.



Representatives of Western Governors and the International Association of Fish and Wildlife Agencies interacted with majority and minority representatives of the Senate Environment and Public Works Committee and representatives of the Department of the Interior in Denver in late March. The state representatives provided technical comments on the draft Chafee-Kempthorne bill, and have begun focusing on four additional objectives: inserting a provision to authorize state proactive conservation agreements, which is at the heart of the Governors' proposal; effecting increased and more stable funding for ESA activities; making the delisting process more effective and less costly; and re-establishing the distinction that the Act originally made between the management of threatened and endangered species.

## Mining Law Reform

Under the leadership of Governors Mike Leavitt, Bob Miller, and Roy Romer, WGA has worked closely with the Administration, the Senate Energy and Natural Resources Committee, the House Resources Committee, and industry and environmental organizations as the major legislative proposals were developed over the last few years.

WGA is tracking the President's FY 98 budget which includes a five percent net smelter royalty on hard rock minerals taken from unpatented federal lands. The budget proposal would also establish an abandoned minerals mine reclamation fund dedicated to cleaning up abandoned mine sites on public lands, which long has been a major objective of Western Governors. In addition, the Bureau of Land Management has restarted its rulemaking on reclamation standards (Section 3809) that it put on hold in 1992 and also has issued a final rule changing bonding requirements on BLM lands. After agreeing to work collaboratively on BLM's revision of its 3809 regulations, WGA and BLM representatives held their first meeting in Denver on April 8 to begin that process.

## Clean Water Act Reauthorization

During the past year, western states have focused on building support for Clean Water Act issues of concern to the West. The WGA Water Quality Working Group has engaged relevant stakeholder groups in discussions over provisions to allow states reasonable flexibility to regulate constructed water conveyances, non-perennial streams, and effluent dependent streams in arid areas; to grant liability protections to Good Samaritans who clean up abandoned and inactive mined lands; and to condition permits issued for projects on federal lands under section 401. Additionally, states have continued to look at the interrelationship between water quality and water allocation with the goal of developing a consensus state position on how to address problems that arise when quality and quantity come into conflict. The working group will seek to incorporate the Western positions into any Clean Water Act reauthorization bill that might be taken up in the 105th Congress, or to seek introduction of stand-alone bills on the arid areas issues and the Good Samaritan provision should we be successful in building broad support.

## Municipal Solid Waste

WGA has continued to monitor legislation in the 105th Congress that would allow authorities to regulate out-of-state generated municipal solid waste. Western states specifically seek authorities that would authorize states to manage future flows of out-of-state waste through percentage limitation caps and cost recovery fees. As during previous sessions of Congress, WGA is coordinating its efforts on the issue with Midwestern states. To date, exporting and importing states have been unsuccessful in producing a bill agreeable to both sides and both houses of Congress.

## Drought

As mentioned earlier in this report, Western Governors and four federal agencies have signed a Memorandum of Understanding to better coordinate their programs for drought planning and response through the establishment of the Western Drought Coordination Council. WGA continues to assist the Governors and the Council in implementing its work plan. On the legislative front, WGA is supporting efforts by New Mexico Senator Pete Domenici to get his bill passed that would create a comprehensive national strategy on drought planning and response.

## Ad Hoc Group on Reserved Indian Water Rights

WGA has consistently supported negotiated settlement of Indian land and water rights disputes as stated in WGA Resolutions 87-007, 89-011, 92-008, and 95-006. Together with representatives of the Native American Rights Fund, Council of Energy Resource Tribes, National Congress of American Indians, and Western Regional Council, Western Governors contributed to a process that led to the approval of 14 Indian water rights settlements during the period of these resolutions. Although the programs have stayed intact during the Clinton Administration, the Governors concluded in WGA Resolution 95-006 that the process has "broken down." As directed by the resolution, WGA is reviewing where problems have developed and is attempting to convene a new meeting of the ad hoc group.

## National Environmental Policy Act

As a result of the Governors' Resolution 96-005, WGA has worked with the Council on Environmental Quality to improve the NEPA planning process. Western states seek to become partners with CEQ in reviewing the current NEPA process, and to develop pilots to test and demonstrate better approaches to NEPA implementation.

## Monitoring

WGA continues to monitor congressional actions on a number of bills and issues including fiscal 1998 appropriations, grazing reform, public lands legislation, electricity industry restructuring, air quality standards for particulate matter, transportation, and nuclear waste disposal.

## Publications

Reports cited in the FY 1997 In Review, resolutions, newsletters, press releases, a calendar of events and other information about the WGA are available on the Internet at <http://www.westgov.org>. They may also be obtained free of charge by calling the Western Governors' Association Denver office at (303) 623-9378.

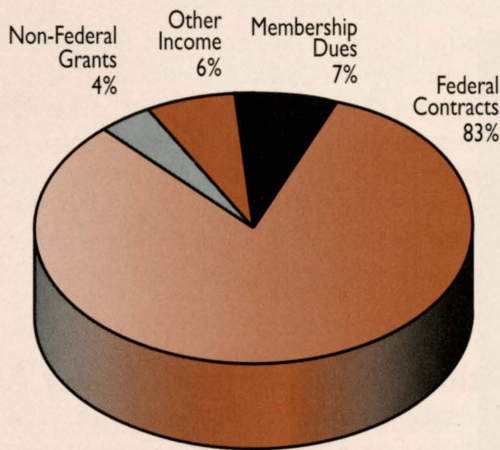


# FINANCES

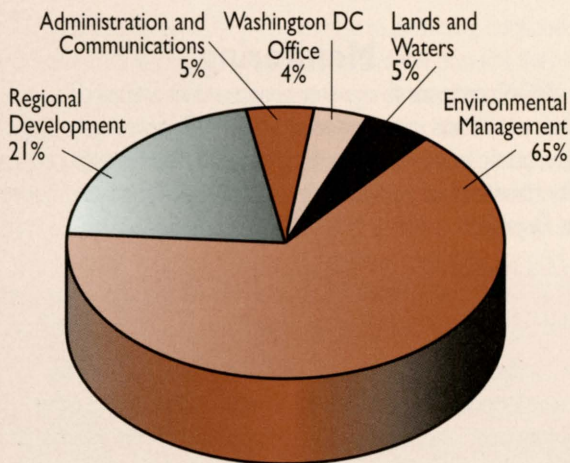
WGA's income is derived from dues from member states, grants and contracts, contributions, interest and other miscellaneous income. Member dues for fiscal year 1996 were \$36,000 per state and \$6,000 per territory/commonwealth.

During the fiscal year ended June 30, 1996, WGA's income totaled \$7,126,458. Approximately 83% of this amount was received from federal agencies for various projects.

## FY 1996 SUPPORT AND REVENUES



## FY 1996 EXPENDITURES



## STATEMENT OF ACTIVITIES FOR THE YEAR ENDED JUNE 30, 1996

### SUPPORT AND REVENUES

Membership Dues	\$ 524,600
Federal Contracts	5,935,126
Grants	271,937
Other Income	361,130
Interest Income	33,665
<b>Total Support and Revenues</b>	<b><u>7,126,458</u></b>

### FUNCTIONAL EXPENSES

Environmental Management	4,797,787
Regional Policy Development	1,595,130
Public Lands and Water Management	333,638
Washington, D.C. Legislative Monitoring	261,739
Administration and Communications	403,513
<b>Total Functional Expenses</b>	<b><u>7,391,807</u></b>

Change in Net Assets -265,349\*

Net Assets as Reported, beginning of year 795,097  
Restatement 626,096

Net Assets Restated, beginning of year 1,421,193

Net Assets, End of Year **\$1,155,844**

*Excerpted from the audit report of Loomis, Chasteen, and Company, PC CPAs*

*\* The change in net assets is attributable to the current expenditure of restricted gifts received in prior years.*





# 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 election as Governor, Knowles served two terms as Mayor of Anchorage (1982-1987). Then the fastest growing city in the nation, Anchorage was named All-American City in 1984. As Mayor, Knowles helped private industry create hundreds of new jobs and prepared Anchorage for the future with new city services. At the same time, the cost of government per person decreased. Knowles moved to Alaska in 1968 following his graduation from Yale University with a degree in economics. After working for a year as a roughneck in the oil fields, Knowles opened his first restaurant in Anchorage, where he still owns the popular Downtown Deli and Cafe. Knowles likens government to his 25 years of restaurant experience. "You've got to give the customer what they want, live within your means, and roll up your sleeves to do whatever needs to be done." Knowles was born in Tulsa, Oklahoma on January 1, 1943. A Vietnam veteran, Knowles served in the 82nd Airborne division and volunteered for Vietnam duty in 1964. Knowles currently serves as Vice Chairman of the Western Governors' Association. He is a former member of the Anchorage Assembly, in which he served for four years (1975-1979). In 1988 he was appointed to the North Pacific Fishery Management Council, where he initiated efforts to reduce the waste of fishery resources on the high seas. He and his wife Susan have three children.

*Term expires December 1998*



## AMERICAN SAMOA

**TAUESE PITA SUNIA** (Democrat) (pronounced sue-knee-ah) was born and raised in the village of Fagatogo, where his parents served as ministers in the Congregational Christian Church in American Samoa. He graduated from Kearney State Teachers College majoring in history and political science with certification in secondary education. He taught high school in Nebraska and American Samoa in the mid 1960s. Sunia was appointed and served as Assistant Director of Education for Television Instruction and then as Assistant Director of Education for Administration. In 1972-1974, he was appointed Deputy Director of the Department of Education. In 1974 he was appointed as the first Vice President of the newly established American Samoa Community College. Sunia received his Masters Degree in Education Administration from the University of Hawaii. While in Hawaii, he served as a consultant writing educational curriculum for Samoan students residing in Hawaii. Upon returning to American Samoa, he was appointed Director of the Department of Education from 1984-1988. He has been a deacon with the Congregational Christian Church in American Samoa since 1971. He was elected vice chairman of the church in 1995. Since July 1996, he has been serving as the chairman of the church overseeing all church affairs for Samoa, Hawaii, the mainland U.S., and New Zealand. He is a member of the American Samoa Bar Association and served as the association's president from 1991-1992. He has served as a counselor for Samoan land and title cases for over 28 years. In 1992, he was elected Lieutenant Governor serving with the former Governor A.P. Lutali. He is the first Samoan Governor from the Manu'a Islands in American Samoa. He is married to Fagaoali'i Satele and they have 10 children.

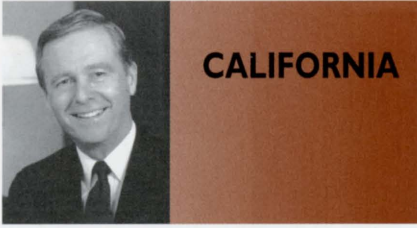
*Term expires January 2001*



## ARIZONA

**FIFE SYMINGTON** (Republican) was sworn in as the nineteenth Governor of Arizona on March 6, 1991 and was reelected 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. The 1997 legislative session was the most successful yet in Symington's six years in office. With the help of a Republican Legislature, he ushered in the sixth consecutive year of tax cuts in Arizona, bringing the total personal income tax reduction for all Arizona taxpayers to 28 percent, in addition to abolishing the statewide property tax. Symington also signed into law revolutionary school tuition tax credits, juvenile justice reform and welfare reform this year. He has created charter schools, abolished parole, and increased education spending by more than one-third, after inflation. Symington served as chairman of the Western Governors' Association during the 1993 fiscal year. He is married to Ann Pritzlaff Symington and has five children.

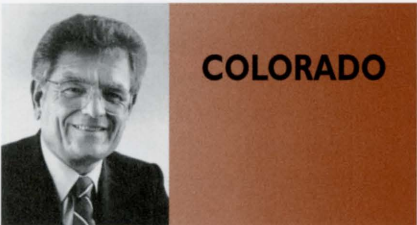
*Term expires January 1999*



## CALIFORNIA

**PETE WILSON** (Republican) was first inaugurated Governor in January, 1991 and was reelected 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*

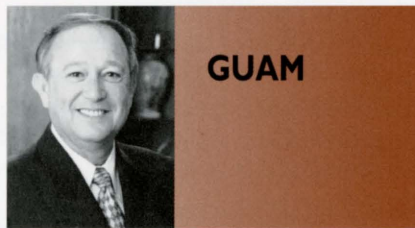


## COLORADO

**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. Romer's Colorado agenda centers on those issues, like the quality and affordability of child care, faced by our youngest children and their parents; improving K-12 education; reforming higher education; using technology to improve learning at all levels; making state government more efficient and user friendly;

improving public safety; maintaining a healthy economy; and working with local governments and citizens to plan for and direct Colorado's rapid growth and to protect its beauty and environment. Romer is General Chairman of the Democratic National Committee and past chairman of the Education Commission of the States and of the National Governors' Association. He has also served as the Western Governors' Association vice chairman. He continues to serve on the NGA board of directors. 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 south-eastern 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, and eleven grandchildren.

*Term expires January 1999*

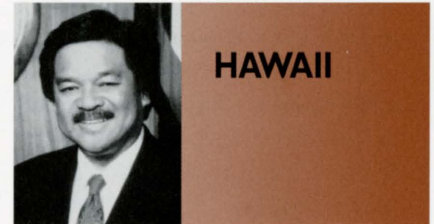


## GUAM

**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 1970s, when he established his own business, CarlTom Enterprises, a builder of resi-

dential 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 reelected 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 Legislature, as well as host president of the Asian-Pacific Parliamentarian's Union. In the 1980s Governor Gutierrez received an honorary doctorate of humanities from the World Academy of Arts and Sciences. He started a nonprofit 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 ("Gen") Torres Gutierrez. They have three children.

*Term expires January 1999.*



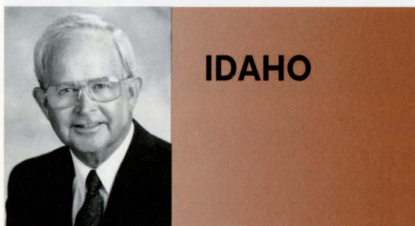
## HAWAII

**BENJAMIN J. CAYETANO** (Democrat) was born in Honolulu, Hawaii. He received a bachelor's degree in political science from the University of California at Los Angeles (UCLA) in 1968, and a law degree from Loyola Law School in 1971. Governor Cayetano has served for over two decades in public office, winning seven elections between 1974 and 1994. He served in the Hawaii House of Representatives from 1975 to 1978, and in the Hawaii State Senate from 1979 to 1986. From 1983 to 1986, he was a partner in a Honolulu law firm. He was elected Lieutenant Governor in 1986 and reelected in 1990; he served in that position until he was inaugurated



Governor in December, 1994. For four consecutive years, from 1976 to 1980, he was recognized as one of Hawaii's "Ten Most Effective Legislators" by the Honolulu Star-Bulletin. He is the recipient of the 1996 Harvard Foundation Leadership Award for his contributions to American government. In 1995 he received the Hawaii Chapter of the American Society of Public Administration's Award for Ethics in Government and the UCLA Distinguished Leadership Award, as well as the UCLA Medal, the highest honor bestowed by the university, for his "remarkable record of public service." The University of the Philippines awarded an honorary doctorate of laws degree in 1995 to Governor Cayetano, who is the first Governor of Filipino ancestry in the United States. He is a recipient of the 1991 Excellence in Leadership Medallion from the Asia-Pacific Academic Consortium for Public Health, the 1993 UCLA Alumni Association Award for Excellence, and the 1993 Award of Merit from the University of Hawaii College of Education. He is married to Vicky Cayetano.

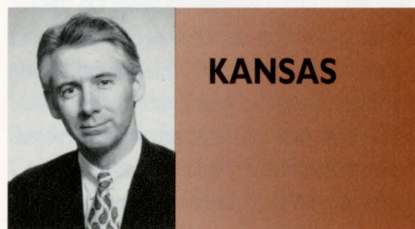
*Term Expires December 1998*



**PHILIP E. BATT** (Republican) became Idaho's twenty-ninth Governor on January 2, 1995. He was born in Wilder, Idaho in 1927 and went on to 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

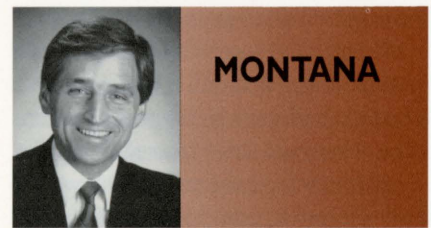
agriculture. He was instrumental in bringing new varieties of hops to the United States and Idaho. His experimentation with new varieties of brewing barley, sweet yellow onion and other crops has provided a strong economic structure to Idaho farmers. A strong fiscal conservative, Batt believes the private 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*



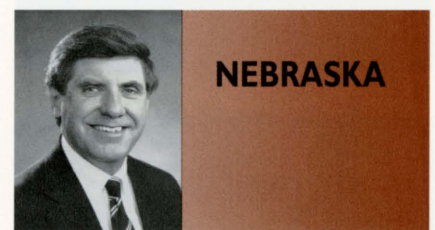
**BILL GRAVES** (Republican) is the 43rd Governor of Kansas. He took the oath of office on January 9, 1995, on the day of his 42nd birthday. Now 44, Governor Graves is a native of Salina, where he grew up involved in the family business, Graves Truck Line. He earned a degree in Business Administration from Kansas Wesleyan University in Salina and attended graduate school at the University of Kansas. Prior to his election as Governor, he served two terms as Kansas Secretary of State. Governor Graves' emphasis during the first two years of his administration has been on sound fiscal management, lower taxes, reducing the size of state government, and common sense regulation. Governor Graves serves as chairman of the Midwest Governors' Conference. He also serves on the Economic Development and Commerce Committee and the Education Goals Panel of the National Governors' Association. The Governor and his wife, Linda Richey Graves, are the proud parents of 1 1/2 year old daughter, Katie.

*Term expires January 1999*



**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 reelection until Governor Stan Stephens took ill and dropped out of the gubernatorial race. Racicot was elected Governor in 1992 and reelected in 1996 with 80 percent of the vote. 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 2001*

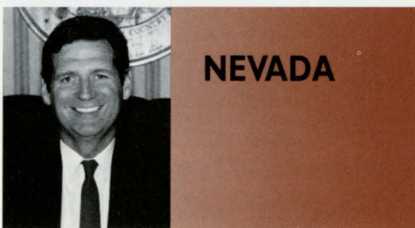


**E. BENJAMIN NELSON** (Democrat) was elected Nebraska's thirty-seventh Governor in 1990, and his reelection in 1994 made him the first Governor to be elected to a second term in more than two decades. He won 74 percent of the vote,



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 Nebraska 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 was co-chairman of the National Summit on Federalism in October 1995, which reached consensus on an action plan to restore the balance of power between the states and the federal government while protecting the U.S. Constitution. He is a past chairman of the Western Governors' Association. On the state level, Nelson concentrated on education, the environment and economic development during his first four years. Because of Nelson's focus on fiscal responsibility and spending restraint, the growth of state government spending has been reduced by two-thirds since 1990. A more effective and efficient government remains one of Governor Nelson's goals in his second term. Within weeks of his second inaugural, he initiated a major restructuring of the state's health and human services agencies. Nelson's welfare reform and crime prevention efforts have also continued. In February 1995, his administration's welfare reform package, "Employment First," received the most far-reaching federal waivers ever granted. Nelson's 1995 crime bill, the "Safe Streets Act," is putting and keeping more dangerous offenders behind bars. 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 reelected in 1994. Governor Miller is currently the chairman of the National Governors' Association. Miller served as Lieutenant Governor of Nevada from 1987-89. He was Clark County district attorney from 1979-1986. When he was reelected in 1982, Miller became the first Clark County district attorney in modern history to win reelection. He was elected president of the National District Attorney's Association in 1984-85, and was elected president of the Nevada District Attorney's Association in 1979 and 1983. He was chosen by President Ronald Reagan to serve on the nine-member President's Task Force on Victims of Crime in 1982. He served as Las Vegas Township Justice of the Peace, 1975-78, and as first legal advisor, Las Vegas Metropolitan Police Department, 1973-75. He received his 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*

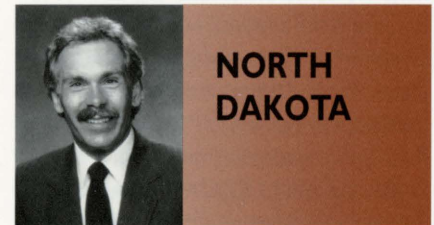


**NEW MEXICO**

**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 first elected Governor of North Dakota in 1992, and was reelected for a second term in 1996 with 66 percent of the popular vote. He is the first Republican to be elected to a second four-year term in the history of the state. Since he took office, North Dakota has realized a 10 percent increase in the number of jobs in the state. Schafer has reduced the number of state government employees, and for the first time in more than a decade, the cost of state government as a percentage of North Dakotans' personal income has gone down. The state's population has also increased, reversing a decade-long trend of out-migration. Governor Schafer brings extensive private sector experience to the office, and has worked to create business-friendly policies in state government. He has reduced workers' compensation rates and lowered the average unemployment taxes considerably. These efforts have saved employers millions of dollars to use for expansion, to purchase equipment, to pay higher wages, or to invest in retraining programs. More than 100 communities and cities are enrolled in Schafer's BUILD (Better Utilization of Investments for Local Development) program, one of the key components of his community development



initiative that emphasizes local control and leadership. Schafer is currently chairman of the Western Governors' Association, co-chair of the National Governors' Association Economic Development Committee, past chair of the Midwestern Governors' Association, and past chair of the Interstate Oil and Gas Compact Commission. Schafer was born and raised in Bismarck. He began his career in his father's business, the Gold Seal Company, starting at the age of 14 as a mailroom clerk. He was elected president in 1978. He graduated from the University of North Dakota with a degree in business administration in 1969, and earned a master's in business administration from Denver University before returning to the family business in 1970. Governor Schafer and Nancy Jones Schafer have four children: Tom Schafer, Ellie Sue Schafer, Eric Jones, and Kari Jones.

*Term expires December 2000*



## 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. As the commonwealth enters a new era of growth and economic expansion, the Tenorio Administration has welcomed the opportunity to forge a fresh, strong, vibrant relationship with the United States of America. Governor Tenorio's government reforms in the Northern Marianas have paved the way for prosperity for his people. His building of an on-going dialogue between the CNMI and leaders in Washington, D.C., has secured the Commonwealth's position as a healthy member of the United States political family. For his sustained efforts in improving the Commonwealth's economy, he was awarded the National Defense Council Foundation's American Hero Award in 1996 for exemplifying "the American spir-

it of entrepreneurial capitalism in fostering and guiding the magnificent successful miracle in the Marianas." Upon completing his degree in civil engineering at Marquette University in Milwaukee in 1967, the Governor worked 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, Tenorio represented the Commonwealth in the United States. He later founded the consulting firm of Froilan Tenorio and Associates which he managed until he was elected governor in 1993. 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*



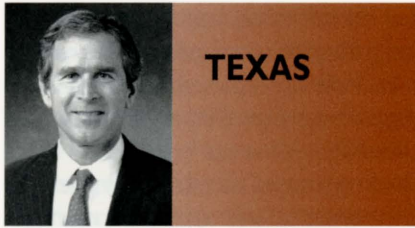
## SOUTH DAKOTA

**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 home town of Flandreau, South Dakota when his father died. He quit high school at age 16 and joined the Marines. After serving in 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 became its director until 1973 when he began a private law practice in Pierre and then became the chief prosecutor for the state. He was elected Attorney General in 1974 and Governor in 1978. He was reelected in 1982 with 71 percent of the vote, the highest margin of victory for any Governor in the state's history. After eight years of private life, Janklow was elected Governor again in 1994. In 1995, Janklow won legislative approval for his 20 percent statewide reduction in property taxes for agricultural land and owner-occupied homes. To stop large local property tax increases in the future, Janklow's tax reduction plan also limits local government and school spending to no more than three percent. For 1997, his budget proposal for state government was the first one since the Great Depression that spends less money than the previous year. His 1998 budget includes a reduction of over 1,000 state employees. Governor Janklow is also using prison work crews to build affordable housing for the elderly and wire schools with fiber optic lines for technology and advanced telecommunications. His emphasis on doing more for children includes expanded immunizations, more adoptions for traditionally long-term foster children, technical and higher education improvements, the creation of a boot camp to turn young lives around and new state aid formulas for local schools and special education. During the 1998 legislative session, Governor Janklow created a new statewide telecommunications infrastructure plan, dramatically changed welfare and improved the state's schools through open enrollment and better academic standards. Janklow and his wife, Mary Dean, have three children.

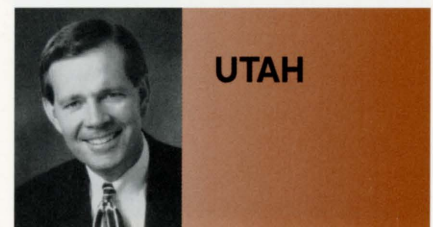
*Term expires January 1999*



**GEORGE W. BUSH** (Republican), 50, is the 46th Governor of the State of Texas. Now in the third year of a four-year term, Governor Bush has earned a reputation as a principled conservative who shapes policy based on his beliefs in limited government, personal responsibility, strong families and local control. Now in his second legislative session, Governor Bush is working with legislators and state leaders to significantly cut property taxes, cut the state budget, and fairly fund Texas schools. During the 1995 legislative session, Governor Bush successfully worked with Lt. Governor Bob Bullock, House Speaker Pete Laney, and members of the 74th Legislature to enact substantive reforms on Governor Bush's four major priorities for Texas: curbing lawsuit abuse, providing local control of schools, strengthening juvenile and criminal justice laws, and reforming welfare. Governor Bush also worked with the Legislature to pass a balanced \$79.9 billion two-year state budget. The no-new taxes budget dedicated the lion's share of new revenue to Texas public schools, and represented the lowest rate of growth in state spending from one biennium to the next in more than 50 years. Before taking office in January 1995, Governor Bush served as managing general partner of the Texas Rangers baseball organization. In April of 1989, Bush led a group of partners in purchasing the Rangers. 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, Texas based oil and gas company. He was involved in energy exploration throughout the 1980s. George W. Bush grew up in Midland and Houston. Bush is a former F-102 pilot in the Texas Air National Guard. He received a bachelor's degree from Yale University and a MBA from Harvard Business School. In 1978, Bush ran for Congress in West Texas and was narrowly defeated. He was elected

Governor on November 8, 1994, with 53.5 percent of the vote. His large margin of victory after a positive, issue-specific campaign was viewed as a mandate for constructive reforms. Most of those reforms were enacted during the 74th Legislative Session. Bush and his wife, the former Laura Welch, now reside in the historic Governor's Mansion in Austin with their 14-year-old twin daughters, Barbara and Jenna. 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*

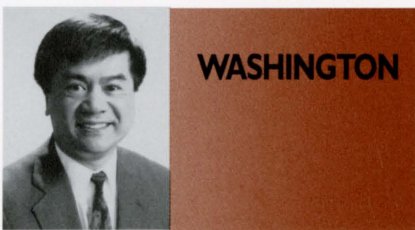


**MICHAEL O. LEAVITT** (Republican) has been Governor of Utah since January 1993. He has led the state in an era of unprecedented economic prosperity. He has shown leadership on critical issues, including preserving Utah's quality of life during a time of rapid growth, as well as creating better schools, fighting crime, redefining the relationship between states and federal governments, and taking advantage of the tools of advanced technology. The state's growth challenges were crystallized in the Governor's Growth Summit, which generated statewide attention and involvement to improve transportation, preserve open space, and develop and conserve water. The state is now undertaking an unprecedented 10-year, \$3.6 billion, statewide road building initiative. The Governor's education initiatives include Centennial Schools, which return power to parents and teachers at local schools; Highly Impacted Schools, which provide special assistance to disadvantaged children; and class size reduction. He is working with other governors to establish the Western Governors University, which will provide students more choice and flexibility, and broader access to college through technology.



Federal-state relations have been brought to the top of the national agenda through the Governor's leadership. A national Federalism Summit addressed options for restoring balance of power so that states and the federal government can operate more effectively. In technology, the Governor has launched a SmartStates initiative, which is focused on developing public-private partnerships to deliver state services through electronic commerce. He has also shown leadership in attracting and nurturing high technology companies and encouraging commerce in the private sector. The Governor has held regional and national leadership roles among governors. He is the past chair of the Republican Governors' Association and the Western Governors' Association and the past president of the Council of State Governments. He currently sits on the executive committee of the National Governors' Association and the Republican Governors' Association. He has received numerous awards, including the American Medical Association's Nathan Davis Award, which recognized him as the public official of the year for his efforts to improve health care in Utah. He has been called on regularly by the President and congressional leaders to help resolve federal issues that directly affect the states. Utah has received national and international recognition during the Governor's term, including being named as the site for the 2002 Winter Olympics and being named the best state to locate a business, best managed state and most livable state in America.

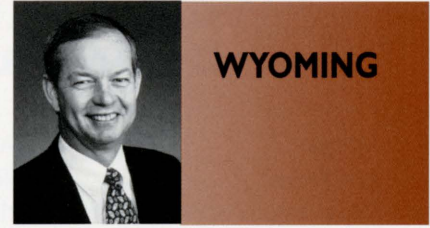
Term expires January 2001



**GARY LOCKE** (Democrat) was elected Washington's 21st Governor on November 5, 1996, winning a 58-percent majority. As Governor, Locke has made education his number one priority. He is

the first Chinese-American Governor in U.S. history and the first Asian-American Governor of a mainland U.S. state. Locke is a second generation Chinese-American, the second of five children. He was born January 21, 1950, and for the first six years of his life, his family lived in Yesler Terrace, a public housing project for the low-income and the families of WWII veterans. Growing up in Seattle, Locke worked at his father's restaurant and later a small grocery store his father owned for 20 years. He became an Eagle Scout and graduated with honors from Seattle's Franklin High School in 1968. Then, through part-time jobs, financial aid and scholarships, Locke attended Yale University. He received a bachelor's degree in political science from Yale in 1972, and a law degree from Boston University in 1975. After he received his law degree, Locke worked several years as a deputy King County prosecuting attorney. He also worked as a community relations manager for U S WEST. In 1982, he won a seat in the Washington House of Representatives. During his 11 years in the Legislature, Locke served on the House Judiciary and Appropriations committees, and for his final five years was chairman of the Appropriations Committee. Locke negotiated budgets with Republicans and Democrats that increased college and university enrollments, reduced class sizes in elementary schools, improved children's health-care services, strengthened environmental protection and enhanced programs and services for victims of crime. In 1990, the Seattle Times rated Locke No. 1 in effectiveness among Puget Sound-area lawmakers. In 1993, Locke was elected chief executive of King County by the highest margin ever recorded for that office. King County is the largest county in Washington and the 13th largest in the nation. During his term, he cut the budget, established a savings incentive program that rewarded county departments for saving money, developed a nationally acclaimed growth management plan for King County, streamlined the government permit process and expanded bus service. Locke and his wife, Mona Lee Locke, a former news reporter for KING Television in Seattle, were married on Oct. 15, 1994 and have one child.

Term expires January 2001



**JIM GERINGER** (Republican) a native of Wheatland, Wyoming, was inaugurated as the 30th Governor of the State of Wyoming on January 2, 1995. The second oldest of seven children, he was reared on the family farm near Wheatland. After graduating from high school, he left Wyoming to attend college at Kansas State University where he received his Bachelor of Science degree in Mechanical Engineering in 1967. That same year he and Sherri Slentz were married. Following graduation, Governor Geringer was commissioned as an officer in the United States Air Force. He served in space development programs for both the Air Force and NASA. He was also chief of computer programming at a ground receiving station for early warning satellites. The Geringers wanted to bring up their young family in the quality environment of rural Wyoming, so in 1977 he gave up his promising career in the Air Force. For a time he worked at the Laramie River Station electric generation plant in Wheatland as a contract administrator until the Geringers went into farming and a cattle feeding operation on a full-time basis. He also continued his military service as an officer in the Air Force reserve until 1992. The Governor has led an active life in community service. First elected to the Wyoming Legislature in 1982, he served in both the House and Senate. At various times he was a member of nearly every committee and held the chairmanship of three committees: Appropriations, Management Audit and Judiciary. The Geringers belong to many community organizations and service groups. They have five children and four grandchildren. They are members of the Lutheran Church.

Term expires January 1999

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Deborah Kinsley, Administrative Secretary  
Sharon Dawn, Administrative Secretary

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John Leary, Project Manager for the Western Regional Air Partnership; from Colorado Department of Health  
Rich Halvey, Consultant for Air Quality Reform; from the Colorado Department of Health  
Bruce Flinn, Natural Resources Consultant; from Bureau of Land Management  
Sylvia Gillen, Natural Resources Consultant; from Natural Resources Conservation Service





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U.S. Department of Agriculture, U.S. Forest Service  
U.S. Department of Agriculture, Natural Resources Conservation Service  
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**WGA would like to recognize for their guidance the staff who serve on various task forces, working groups, and advisory committees, including:**

WGA Staff Council  
Air Quality Initiative Steering Committee  
Drought Task Force  
Endangered Species Working Group  
General Services Administration, Office of Governmentwide Policy, Card Technology Division  
Great Plains Partnership Council and Work Group  
Interstate Technology & Regulatory Cooperation Working Group  
Mine Waste Task Force  
Natural Resource Group  
Radioactive Waste Safe Transport Technical Advisory Group  
SmartStates Task Force  
Transportation Futures Task Force  
Tribal Health Task Force  
Water Quality Working Group

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Terry Anderson—U.S. Environmental Protection Agency, Region VIII  
Brad Anseth—Natural Resources Conservation Service  
Ed Anton—California Water Resources Control Board  
Ralph E. Anzur—Mountain Plains Region, Special Nutrition Programs, USDA/FCS  
Robert Armstrong—U.S. Department of the Interior  
Steven Arnold—Colorado Air Pollution Control Division  
Don Artley—Montana State Forester  
John Arthur—U.S. Department of Energy, Albuquerque  
Jerry Atkin—Sky West  
Amanda Atkinson—Office of the Texas Attorney General  
William Auberle—Northern Arizona University

Sylvia Baca—U.S. Department of the Interior  
Maryanne Bach—U.S. Department of the Interior, Bureau of Reclamation  
Cristena Bach Yetter—Council of Great Lakes Governors  
Richard Bad Moccasin—Mni Sose Intertribal Water Rights Coalition, Inc.  
Paul Barber—PacifiCorp  
Lee Barkow—Bureau of Land Management  
Reborn Barton—Idaho State Board of Education  
Battelle Pacific Northwest Labs  
B.M. International  
Victoria Becker—National Governors' Association  
Steven Beffort—New Mexico General Services Department  
Craig Bell—Western States Water Council  
Linda Benvides—Massachusetts Department of Environmental Protection  
Dave Berry—Swift Transportation Co.  
Ty Berry—U.S. Fish and Wildlife Service  
Rod Betit—Utah Department of Health  
Doug Black—Indian Health Service  
Joseph Blanco—University of Hawaii  
Greg Block—Commission for Environmental Cooperation  
Diana Borja—Texas Natural Resources Conservation Commission  
Carl Bowman—National Park Service  
Richard Brancato—U.S. Department of Energy  
Mike Brennan—Holland and Hart  
Kent Briggs—Council of State Governments - West  
Bill Brogden—MFS Network Technologies, Inc.  
Martin Brown—Women, Infants and Children Program, Nevada  
Frederick Buckman—PacifiCorp  
Peter Buesseler—Minnesota Department of Natural Resources  
Robert Burchard—U.S. Environmental Protection Agency/OSW  
Ronald Burns—Union Pacific Railroad  
Mickey Bureson—Texas Parks and Wildlife Commission  
Burlington Northern Santa Fe Corporation  
Bill Burnett—Texas Department of Highways & Public Transportation  
Jim Burroughs—Cal Resources Agency  
Ty Canez—Arizona Department of Environmental Quality  
Joseph Cannon—Geneva Steel, Inc.  
Larry Cames—General Services Administration  
Don Carroll—Oceanic Cable and Communications  
Margaret Cary—U.S. Department of Health and Human Services, Region VIII  
Albion Carlson—New Mexico Environment Department  
John D. Carter—Bechtel  
Maria Elisa Christie—Texas Natural Resource Conservation Commission  
Jo S. Clark  
Mary Clark—U.S. Environmental Protection Agency, Region VII  
Ron Clark—Natural Resources Conservation Service  
Kerry Clough—U.S. Environmental Protection Agency, Region VIII  
Dick Cocozza—Western Senate Coalition  
Norman Collins—Ford Foundation, Office for Mexico and Central America  
Pat Collmeyer—Neil Goldschmidt, Inc.  
Mike Connolly—Campo Environmental Protection Agency  
Julie Connor—U.S. Department of Energy-Idaho  
Mike Conroy—The Ford Foundation, Office for Mexico and Central America  
Gregg Cooke—Haynes & Boone, Austin, TX  
Nola Cooke—U.S. Environmental Protection Agency, Region VIII  
Woody Corbine—MNI SOSE Coalition  
Colonel Richard Craig—Missouri River Division of Corps of Engineers  
Joe Cothem—U.S. Environmental Protection Agency, Region VII  
Diane Creal  
John Creighton—The Harwood Group  
Scott Crozier—Phelps Dodge Corporation  
Sue Crystal—Washington Governor's Office  
Andy Cunningham—Nebraska Governor's Office  
Tom Curtis—National Governor's Association  
Diana Daggett—INTEL  
John Denson—Lockheed Idaho Technologies Company  
George Dials—U.S. Department of Energy, Carlsbad Area Office  
Julia Doermann—Oregon Governor's Office

Senator Pete Domenici—State of New Mexico  
Dennis Donald—The Nature Conservancy  
Byron Eatinger—Nebraska Cattlemen, Rancher  
John Echohawk—Native American Rights Fund  
Judy Edwards—Utah Department of Health  
Jim Eldridge—Province of Manitoba  
Tom Ellerhoff—Montana Department of Environmental Quality  
John Emerson—White House Office of Intergovernmental Affairs  
Donna M. Erat—Federal Emergency Management Agency  
Terry Escarda—California Environmental Protection Agency  
Paul Evans—American Medical Association  
Henry Eyring—Monitor Company  
Ty Fain—Texas General Land Office  
Max Farbrman—Western Governors University  
Aaron Favors—Maternal and Child Health Bureau, DHHS  
Rudy Fernandez—Office of California-Mexico Affairs  
Russ Fields—Nevada Division of Minerals  
Premier Gary Filmon—Winnipeg, Manitoba, Canada  
Jerry Fisher—Hewlett-Packard  
Ed Fox—Arizona Public Service Company  
Robert Flaherty, M.D.—Montana Area Health Education Center  
Clyde Frank—U.S. Department of Energy  
Nancy Friedman—Rocky Mountain Card Use Institute  
Paul Frohardt—Colorado Water Quality Control Commission  
Tom Fronapfel—Nevada Department of Transportation  
Patty Fuller-Pratt—Western Sugar  
Robert Gallamore—Union Pacific Railroad  
Jack Galt—National Association of State Telecommunications Directors  
Gail Garey—MCI Telecommunications  
Mike George—Arizona Department of Environmental Quality  
David Getches—University of Colorado  
Bill Gibbs—University of Phoenix  
Francoise Gilbert—Alzheimer & Gray  
T.J. Glauthier—Office of Management and Budget  
Gary Glickman—Phoenix Planning and Evaluation, Ltd.  
Jimmy Glotfelty—Texas Governor's Office  
Carole Goetas—Carole Goetas & Associates  
Neil Goldschmidt—Neil Goldschmidt, Inc.  
Art Goodwin—Port of Los Angeles/Worldport  
Kathy Gorospe—U.S. Environmental Protection Agency, American Indian Environmental Office  
Gary Graham—Texas Parks & Wildlife  
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Steve Grand—Wilson Grand Communications  
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Robert Grow—Geneva Steel, Inc.  
Paul Hadley—California Environmental Protection Agency  
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Phil Hall—CH2M Hill  
Karen Hamilton—U.S. Environmental Protection Agency, Region VIII  
John Harja—Utah Governor's Office  
Jim Hamington—New York Department of Environmental Conservation  
Dick Hartman—Union Pacific Railroad  
Brian Hatch—Salt Lake City, Utah  
Kevin Heanue—U.S. Department of Transportation  
Tom Hebert—U.S. Department of Agriculture, Natural Resources and Environment  
Ed Helminski—Weapons Complex Monitor  
Manian Hess—U.S. Environmental Protection Agency  
Judith Holm—U.S. Department of Energy  
Connie Holmes—National Mining Association  
John Holmes—California Air Resources Board  
John Howard—Texas Governor's Office  
Dave Howekamp—U.S. Environmental Protection Agency  
Claudia Howells—State of Oregon  
Jim Hubbard—Colorado State Forester  
Thomas Imerson—PacifiCorp

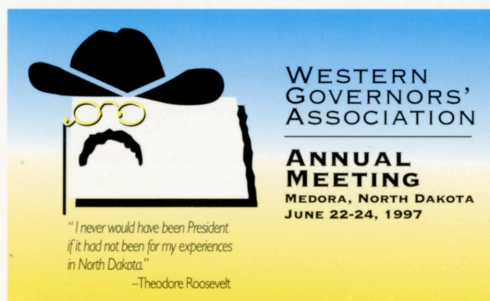


Bill James—U.S. Environmental Protection Agency, Region IX  
Gloria Jeff—U.S. Department of Transportation  
Dan Johnson—Washington State Department of Ecology  
Lou Johnson—U.S. Environmental Protection Agency, Region VIII  
Paul Johnson—Natural Resources Conservation Service  
Carol Jolly—Washington State Department of Ecology  
Bill Jones—U.S. Environmental Protection Agency  
Dick Jonsen—Western Interstate Commission for Higher Education  
Dick Kamp—Border Ecology Project  
Doug Kane—MDU Resources Group, Inc.  
Robert Kelley—Guam Governor's Office  
John F. Kelly—Alaska Airlines  
Mary Kelly—Texas Center for Policy Studies  
Shawn Kendall—Phelps Dodge Corporation  
Mike Kenny—California Air Resources Board  
Senator Robert Kerrey—State of Nebraska  
Victoria Kessler—Arizona Department of Commerce  
Ron Kirby—National Biological Service  
Fran Kortzen—The Ford Foundation  
Robert Krebs—Burlington Northern Santa Fe Corporation  
Julie Kresge—USDA/Women, Infants and Children's Program  
Bernard Kulick—Small Business Administration  
Eric Kutch—Federal Railroad Administration  
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Doug Larson—Western Interstate Energy Board  
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Steve Leahy—New England Governors' Conference  
Chris Lee—Monitor Company  
Leo Lee—DKS  
Jim Lehr—U.S. Environmental Protection Agency, Region VIII  
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Mike Lincoln—Indian Health Service  
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Jeff Livingston—Western Governors University  
Dave Lohman—Port of Portland  
Mike Long—Colorado Division of Mine Land Reclamation  
Richard Long—U.S. Environmental Protection Agency  
Laura Lopez—U.S. Environmental Protection Agency, Headquarters  
Bob Loux—Nevada Nuclear Project Office  
Cynthia Lummis—Wyoming Governor's Office  
Robert Lumpkin—Cargill  
Rusty Lundberg—Utah Department of Environmental Quality  
James Lyons—U.S. Department of Agriculture  
Jill Lytle—U.S. Department of Energy  
Carey Macdonald—U S WEST  
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Ernest Micek—Cargill  
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Robert Miller—Mormon Knudsen Corp.  
Dave Mills—PacificCorp  
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Bob Oleson—Province of Manitoba  
Kathy Owens—Lockheed Idaho Technologies Company  
Marc Pachter—The Smithsonian Institution  
David Pampu—Denver Regional Council of Governments  
Jerry Pardilla—National Tribal Environmental Council  
Clayton Parker—Office of the United States Trade Representative  
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Gordon Peterson—Utah Governor's Office  
Max Peterson—International Association of Fish and Wildlife Agencies  
Tom Phillips—U.S. Department of the Interior, Bureau of Reclamation  
Wayne Phillips—Montana Fish, Wildlife & Parks  
Bill Pietsch—North Dakota Farm Bureau  
Ruben Plantic—Consultant  
Hartley Pokrant—Province of Manitoba  
Bruce Polkowsky—U.S. Environmental Protection Agency  
Brooks Preston—U.S. Department of Agriculture, Natural Resources and Environment  
Anne Quinn—Colorado Governor's Office  
Jan Radimsky—California Environmental Protection Agency  
Bob Raschke—National Association of Conservation Districts  
Rob Ravenscroft—Nebraska Cattleman's Association  
James Reed—National Conference of State Legislatures  
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William Reinhardt—Public Works Financing  
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Rob Robinson—Bureau of Land Management  
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Sylvia Rottman—Great Events  
Greg Ruehle—National Cattleman's Association  
Bud Rumberg—Society for Range Management  
Bruce Runnels—The Nature Conservancy  
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Chris Shaver—Environmental Defense Fund  
Charles Shorter—TRW

Dr. Elliot Siegel—National Library of Medicine  
Richard Simmon—Los Angeles Times  
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John Turner—Conservation Fund  
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Jerry Vap—National Association of Conservation Districts  
Angeles Villareal—Border Environment Cooperation Commission  
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Kathy Walker—Counterpoint Design  
Noreen Walsh—U.S. Fish and Wildlife Service  
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Clarence "C.L." Werner—Werner Enterprises, Inc.  
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