

WESTERN GOVERNORS' ASSOCIATION 2000 ANNUAL REPORT

*New state strategies
for a knowledge-based economy*



ANNUAL MEETING • HONOLULU, HAWAII • JUNE 11-13, 2000



MESSAGE FROM THE CHAIRMAN



Dear friends of the Western Governors' Association:

Serving as Chairman of the Western Governors' Association this past year has been a busy and rewarding time, and I thank my colleagues for their hard work on our common Western issues.

We are at an important time in the history of the West. Although we are among the last states admitted to the Union, we are in excellent position to lead the country as we step into the new century. It is our region that is the strongest, our economies and populations that are growing, our trade that is flourishing.

In recognition of those regional strengths, I chose to focus my efforts as Chairman on developing state strategies for the knowledge-based economy of the 21st Century. As we enter the new millennium, it is clear that fundamental changes are taking place in our economy and in our daily lives. To continue to prosper in this new economy we must constantly adapt. In the new millennium uncertainty and change will be the rule, rather than the exception, and success will involve risk.

To help develop the best strategies to thrive in the new economy, we created the Western High Technology Council. The Council is an alliance among business firms, state governments, research institutions and universities with the purpose of advancing the region's ability to succeed and prosper in the knowledge-based, global economy. The Council will offer strategic guidance to states in making improvements in education, workforce development, health care, economic efficiency and government operations.

It has been a pleasure and an honor serving as the Chairman of WGA and leading the Association and the region as we stepped together into the 21st Century. Much remains to be done, and I look forward to continuing to work with my colleagues to ensure the benefits of the new economy reach all of our citizens and states.

Aloha,

A handwritten signature in black ink that reads "Benjamin J. Cayetano". The signature is written in a cursive, flowing style.

*Benjamin J. Cayetano
Governor of Hawaii
Chairman, WGA*

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

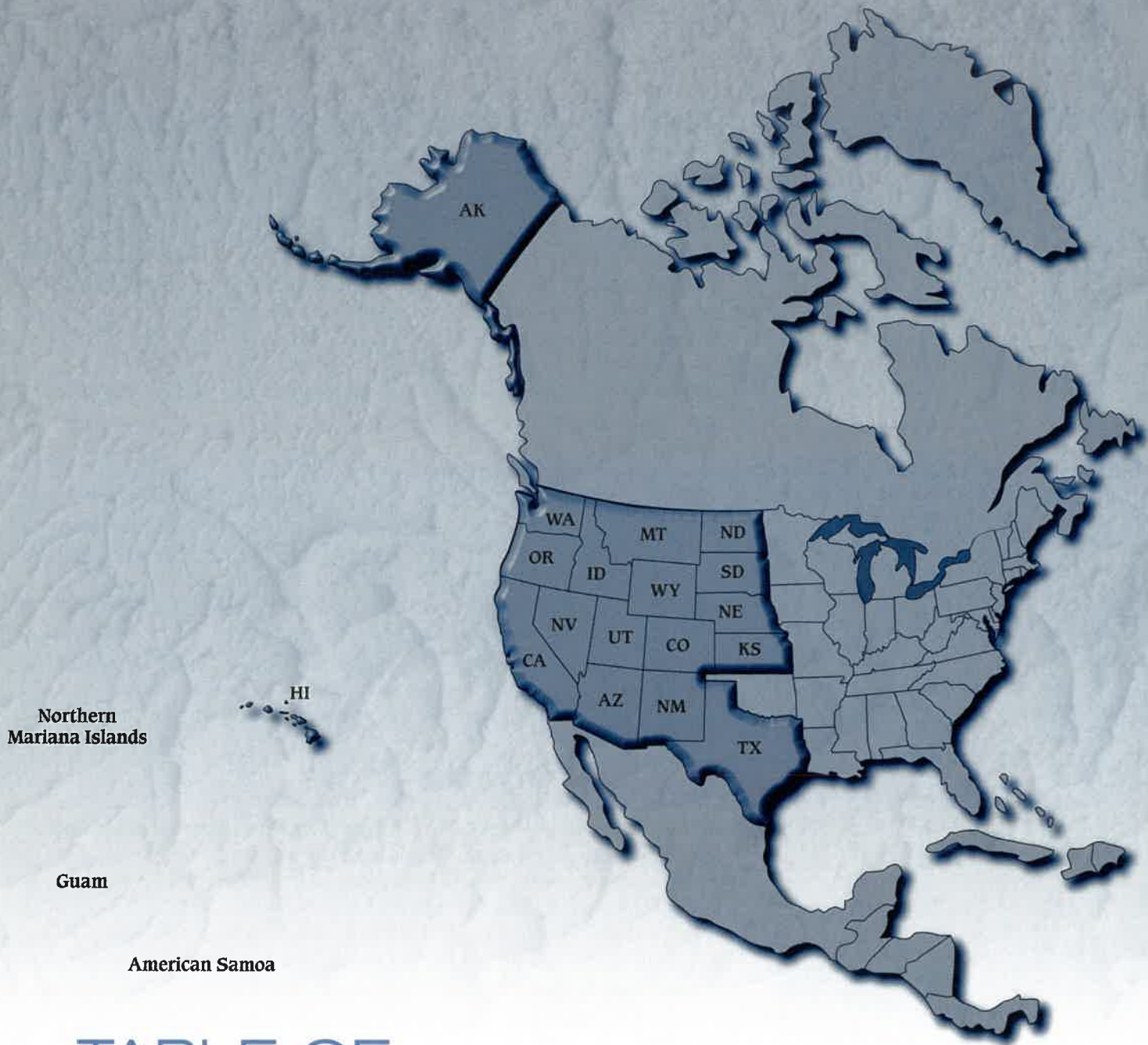


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WGA MISSION, OBJECTIVES AND MODE OF OPERATION

MISSION

Established in 1984, the Western Governors' Association is an independent, nonpartisan organization of Governors representing 18 Western states, two territories and one commonwealth. Through their association, 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 WGA to develop and advocate policies that reflect regional interests and relationships in debates at the national and state levels.



WGA HAS SIX BASIC OBJECTIVES

1. DEVELOP AND COMMUNICATE REGIONAL POLICY
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
WGA provides a forum for Governors and other leaders to exchange ideas, positions and experiences.
3. BUILD REGIONAL CAPACITY
Through 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 association 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 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-Island States, 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, WGA's 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 a lead Governor. With the concurrence of the chairman, a lead Governor directs 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, the WGA Staff Council, which comprises the chief of staff or top policy adviser for each Governor, meets to review and guide WGA activities. The council reviews proposed work plans, budgets, and policy resolutions; works out interstate differences on regional issues; and provides guidance to WGA staff. Council recommendations are conveyed 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 seeks and receives charitable grants and gifts from corporate and philanthropic donors and makes awards to the WGA and other organizations or individuals who assist in policy research.

The foundation also awards the George S. Mickelson Memorial Fellowship, annually. The fellowship was established in memory of the late South Dakota Governor George S. Mickelson, who served as WGA's chairman in 1991 and who tragically died in a plane crash in 1993. The fellowship honors his dedication to the West and his commitment to public service. It 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.

The 1999 fellowship recipient was Thomas J. Pagel, Director of the Division of Criminal Investigation for the Wyoming Attorney General. Governor Jim Geringer, WGA's immediate past chairman, recommended Pagel, who used the \$15,000 grant to attend a two-week program, entitled "Merging Perspectives on Drugs and Crime" at the John F. Kennedy School of Government at Harvard University. The program addressed a broad perspective of criminal justice, treatment, social and medical issues related to drugs.

Pagel will participate in a follow-up program this year entitled, "Community Problem Solving Approaches to Drugs and Crime," and serve as the team leader for a group of five Wyoming state leaders also involved in the program. Pagel will continue to fine tune Wyoming's strategic plan and will share his knowledge with members of the WGA Drug Policy Working Group.

1999-2000 BOARD OF DIRECTORS

Governor Benjamin J. Cayetano, Hawaii
Chairman

Governor Dirk Kempthorne, Idaho
Vice Chairman

Governor Tony Knowles, Alaska

Governor Tauese P. Sunia, American Samoa

Governor Jane Dee Hull, Arizona

Governor Gray Davis, California

Governor Bill Owens, Colorado

Governor Carl T.C. Gutierrez, Guam

Governor Bill Graves, Kansas

Governor Marc Racicot, Montana

Governor Mike Johanns, Nebraska

Governor Kenny Guinn, Nevada

Governor Gary E. Johnson, New Mexico

Governor Edward T. Schafer, North Dakota

Governor Pedro Tenorio,
Northern Mariana Islands

Governor John Kitzhaber, Oregon

Governor William Janklow, South Dakota

Governor George W. Bush, Texas

Governor Michael O. Leavitt, Utah

Governor Gary Locke, Washington

Governor Jim Geringer, Wyoming,

FISCAL YEAR 2000 IN REVIEW

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

WGA plans, manages and reports on its activities in four program areas: Regional Development, Environmental Management, Lands and Water, and Bringing the West to Washington.

REGIONAL DEVELOPMENT

SMARTSTATES

State governments, like private sector businesses, are utilizing new technologies to serve their "customers" more efficiently and effectively. To share development costs and lessons learned among states implementing these new technologies, Governors formed an umbrella initiative called SmartStates.

A description of ongoing WGA programs that fall under the SmartStates umbrella follows.

Western High Technology Council

The Western High Technology Council, a strategic alliance among Western states, technology firms and universities, was created this year under the leadership of Governor Cayetano to advance the region's common interests in the technology-driven, knowledge-based economy.

Many issues connected with the development and growth of advanced technologies transcend political boundaries and cross high-tech industry sectors, and resolving them will require cooperation among states and firms. Those issues include developing a labor force to meet the demand; developing economic strategies that will increase the West's ability to compete; providing high quality education and health services more effectively and efficiently; and increasing trade opportunities. The council will assist both the public and private sectors in understanding and implementing policies, programs and practices that are necessary to maintain world leadership and regional competitiveness in high-tech, knowledge-based industries.

The goals for the coming year include developing and implementing public-private strategies to train at least 350,000 skilled workers needed for core information technology jobs in the region over the next five years and helping Western states implement effective e-government and e-commerce strategies.

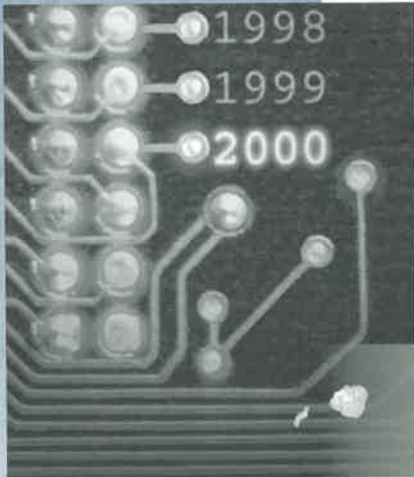
The Council will comprise about 20 high-level representatives from information technology, bio-technology and health technology industries and leaders from academia and the public sector. The founding partners are the Western Governors; Intel Corporation; Silicon Graphics, Inc.; the Morrison Institute of Arizona State University; and the Milken Institute of Santa Monica, California.

Through its occasional working groups and deliberations, the council will also develop broadly accepted analyses and policy recommendations for possible action by WGA.

Western Governors' Geographic Information Council

Under the leadership of Governors Geringer and Leavitt, the Governors created the Western Governors' Geographic Information Council last year. The council serves as a forum for Western states and territories to share ideas and information and develop policy recommendations for Governors related to geospatial technologies, data, and information.

The goal of the council is to help protect and better manage natural resources and the environment,



promote smart growth and livable communities, and stimulate safe and clean economic development in western North America by facilitating and increasing the use of geospatial technologies, data and information in public policy and decision-making. The council is comprised of each governor's chief advisor on geographic information.

This year the council convened for the first time state, local, tribal, and federal representatives working on digitizing the foundation data for land ownership in the West. The Western Cadastral Data and Policy Forum served to share approaches and develop recommendations on digitizing cadastral data. The data helps policy-makers deal with issues as diverse as wilderness designations, water policy, and urban growth.

The council is developing recommendations on modernization of the nation's global positioning satellite system and working with NASA on improving state capacity to use remote sensing and satellite imagery to aid decision-making.

Health Passport

With the Health Passport Project, the Western Governors' Association has brought together key public and private partners to pioneer a new way of delivering health-care services with long-term benefits not only for the West, but also internationally. The goal is to create a more cost effective and integrated health-care system, deliver a higher quality of care and improve public health.

To achieve these goals, the Health Passport Project is developing and testing the use of electronic smart cards in Bismarck, N.D.; Reno, Nevada; and Cheyenne, Wyo. The cards will be used by an estimated 25,000 individuals for portable identification and personal health management purposes and for secure Internet access to the growing number of Web-based health services. Providers and insurers will use the cards to authenticate eligibility, access appropriate records such as blood type and immunizations and manage health and financial records. Health Passport cards are expected to become a major component in the delivery of health care and health benefits following a successful two-phase demonstration.

Phase I is underway and is testing whether using smart cards to integrate delivery of an array of state and federal public health services leads to improved health and increased efficiency and client satisfaction. Building on the results of Phase I, Phase II will incorporate advanced smart card features for secure authentication and integrate the power and ubiquity of the Internet to retrieve real-time patient records and deliver that information anywhere in the world. The goal of this second phase is to integrate the tremendous advantages of a secure, personal mechanism for people receiving health benefits with the rapidly emerging, Web-based health services so useful to providers worldwide.

Governor Schafer serves as lead Governor for the Health Passport Project. Support is provided by federal agencies, including MCH, WIC, Head Start, General Services Administration and private entities such as Pasteur, Merieux Connaught, an immunization firm. Partners helping demonstrate the Health Passport include the WIC, Immunization, and Head Start agencies and grocery stores in the three participating states. Bismarck partners include the Family Doctors; MedCenter One; Bismarck Burleigh Nursing Service; Optimal Pregnancy Outcome Program; Medicaid; and Early Pregnancy Screening, Diagnosis, and Treatment (EPSDT) program in Bismarck. Cheyenne partners are the Cheyenne Children's Clinic, City and County Public Health Service, MCH, Laramie County Public Health Nursing and the EPSDT program.

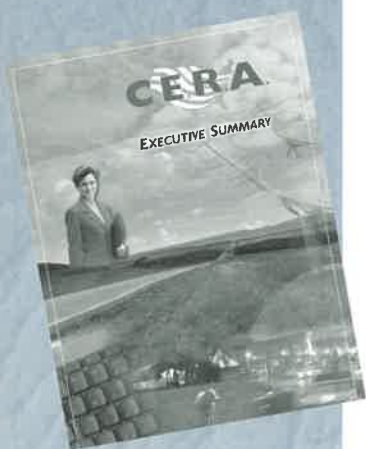
The Health Passport Project is an Official G-7 Global Health-care Data Card Pilot Project and this year was added to the Permanent Research Collection on Information Technology at the Smithsonian's National Museum of American History's Archive on Information Technology Innovation.



A Health Passport manager demonstrates how a kiosk is used to retrieve information stored on the smart card.

Reports:

- *WGA Telemedicine Action Report Update* (1998)
- *Health-Care On-Ramps: A Road Map to Western States' Information Highways* (1998)
- *A Western States' Effort to Address Telemedicine Policy Barriers, University of North Dakota Law Review, vol. 73* (1997)
- *WGA Telemedicine Action Report* (1995)



Telemedicine

Telemedicine is the use of electronic information and communications technologies to provide and support health care when distance separates doctor and patient. This technology is particularly useful in rural areas where individuals in need of care may be great distances from physicians and specialists.

Since issuing its first Telemedicine Action Report in 1995, WGA has been active in breaking down legal and policy barriers between states and the federal government and between states themselves that inhibit the growth of telemedicine. One of the barriers is a lack of public or private reimbursement for telemedicine services. In 1999, the WGA was pleased to note that the FCC eliminated some of the technical restrictions preventing telemedicine sites from receiving discounted rates under the Telecommunications Act as WGA had requested. In addition, with WGA's urging, the administrative entity for universal service funds seemed to get its house in order during the year, allowing for the start of distribution of badly needed funding to help rural health care providers offset high telecommunications costs.

Governor Schafer is WGA's lead Governor for Telemedicine.

Centers for Excellence in Rural America (CERA)

The Centers for Excellence in Rural America (CERA) is testing the hypothesis that linking small rural towns with affordable, high speed telecommunications services and technology training will increase job creation and/or income in those towns while also improving access to education, healthcare, and governmental services. Governors Geringer and Schafer have taken the lead on this project, which has pilots in Powell and Lusk in Wyoming and Watford City and Mayville in North Dakota.

This year Mayville and Powell began creating community technology centers to provide training and incubator services for small business. Watford City, which has demonstrated effective and efficient sharing of high speed telecommunications services among different users in town, held an open house for other communities to learn from their success. The CERA towns are looking for interested corporations to pursue extended workplace initiatives in participating towns.

INDIAN HEALTH

WGA has actively sought to resolve policy issues and improve communications between state, tribal and federal agencies to ensure that quality health care is available and accessible to Native Americans and Alaska Native tribes. In May 1999, WGA brought together representatives of each of those governmental entities to develop a mechanism that could help resolve implementation issues among a number of programs, including the Child Health Insurance Program (CHIP), the Federal Medical Assistance Program and the Vaccine for Children Program. As a result, in October 1999, the WGA successfully concluded negotiations with the U.S. Department of Health and Human Services on one of the CHIP issues. HHS agreed to exempt American Indians and Alaska Native children from burdensome copayments under CHIP, a priority for the Governors to prevent any barriers from impeding American Indian access to CHIP resources.

The Governors began working on this issue in 1997 at the request of participants at the Annual Western Summit on Indian Health. The Governors initiated formation of the Indian Health Task Force to identify key health problems that needed to be addressed to improve the health of Indian children. Shortly after the task force began its research, Congress established CHIP, a state-federal partnership intended to expand health insurance coverage of low income children by providing states with federal matching funds. The task force developed recommendations for implementing those portions of CHIP that pertain to Indian children and assessed the strengths and weaknesses of three implementation models. The Governors adopted those recommendations in December 1997.

In 2000, the Governors want to ensure that the task force reviews the upcoming renewal of the Indian Health Care Improvement Act. As part of all the efforts of the task force, the Governors are supporting the work of the Western Summit on Indian Health Care to further intergovernmental collaboration.

Governors Leavitt and Hull are lead Governors for the Indian Health Program.

INTERNATIONAL TRADE

States are presented with both opportunities and challenges as implementation goes forward on the North American Free Trade Agreement and agreements established under the World Trade Organization (WTO). WGA keeps states informed of developments, assists them in maintaining their sovereignty as agreements are implemented, serves as a conduit for states to communicate with trade policy-makers and coordinates Western state positions on trade policy.

All the Western Governors were recently represented on a brief to the Supreme Court to protect state sovereignty. A Massachusetts law limiting state government procurement with companies that do business in Burma was challenged by a coalition of U.S. multinational companies that charge this state law constitutes the conduct of foreign policy. The states believe that determining how to use their purchasing power is a matter of state sovereignty especially when the Congress chooses not to preempt state action relating to Burma. The Supreme Court is expected to rule in June 2000 on this important and closely watched case. Should the court find in favor of Massachusetts, the Burma law will likely face a renewed challenge at the World Trade Organization by both the European Union and Japan as a violation of a WTO agreement. WGA would again take great interest in seeing the federal government vigorously defend the Massachusetts law at the WTO.



BORDER ENVIRONMENT DIALOGUE

The Border Dialogue provides a mechanism for U.S. and Mexican state and federal officials to work together on health, environmental and natural resource issues of mutual concern. WGA aims to establish a permanent and ongoing forum for the environmental agencies of the border states to communicate, exchange information and cooperate on border environment issues and programs.

As part of this effort, WGA supported its fourth Ten State Retreat for environmental directors from all of the U.S.-Mexico border states in Scottsdale, Arizona in March of 2000. The Retreat strengthened existing and initiated new relationships, and identified priorities and projects for cross-border cooperation. The role of the federal government, and bilateral and multilateral institutions were also addressed. Arizona Governor Jane Hull officially proclaimed a "Ten States Day" in Arizona in honor of the gathering of leaders. California has offered to host the fifth Ten State Retreat in 2001.

WGA is also providing opportunities for its members to participate in the work of NAFTA's environmental institutions. Since 1995, WGA has worked with its nine Canadian and Mexican border states, various federal agencies and the trilateral Commission for Environmental Cooperation

Reports:

- *The State Child Health Insurance Plan (SCHIP) and American Indian and Alaska Native Children, Recommendations from the Western Governors' Association Task Force on Indian Health (1997)*
- *The State Child Health Insurance Plan (SCHIP): Western State SCHIP Implementation Update for the Fifth Annual Western Summit on Indian Health Care (1998)*

Reports:

- *Multilateral Agreement on Investment: Potential Effects on State and Local Governments (1997)*

Reports:

- *Mechanisms for Sharing Environmental Information Electronically Among the Ten States in the Mexico-United States Border Region* (bilingual) (1997)

(CEC) to ensure a state role in the negotiation and implementation of a transboundary environmental impact assessment procedure for North America (TEIA). If a project has the potential for transboundary impacts, the procedure could allow for notice of projects, assessment and mitigation between nations. While some Western states already have procedures in place, others have begun to examine state-to-state and state-to-province mechanisms, as states will not be parties to any eventual agreement between the three federal governments. At the Ten State Retreat in Arizona, the U.S. and Mexican border states had a meeting with federal negotiators that may allow for state and federal transboundary procedures to move forward.

WGA also closely coordinates its border activities with the Border Governors' Conference. The BGC brings all of the ten Governors sharing the U.S. and Mexican border together on an annual basis. WGA hosted a meeting of the environment agency leaders in Tijuana during the 1999 BGC and we brought them together again at the 2000 BGC in Sacramento. This close coordination has allowed the environment leaders to have an effective voice in the BGC agenda and in its pronouncements.

Governor Bush serves as lead Governor for the Border Environment Dialogue program. The Ford Foundation and the Commission for Environmental Cooperation provide support.

WESTERN PRESIDENTIAL DEBATES

Western Governors are reviewing options for hosting a presidential debate in the West and other mechanisms to ensure Western issues are considered by the candidates this election cycle and in future years. None of the four sites selected for the 2000 presidential and vice presidential debates is in the West.

The Governors adopted a resolution in February 2000 directing WGA staff to work with the Commission on Presidential Debates in finding both short- and long-term solutions to the lack of representation of the West in the debates. Governor Kempthorne is serving as lead on the issue. When considering that a third of the country's land mass and a quarter of its population is in the West, Kempthorne said it's important the region be represented in the debates. In the four election cycles that the CPD has selected debate sites, there has never been a presidential debate in a Western state outside of California.



ENVIRONMENTAL MANAGEMENT

ENLIBRA

Western Governors, individually and through the WGA, have charted a strong course for broad employment of the Enlibra principles across the region and continue to lead the charge for more effective environmental policy with the implementation of the Enlibra doctrine. Enlibra is based upon eight principles that have proven effective in resolving environmental and natural resource issues by relying on greater participation in decision-making, focusing on outcomes rather than just programs, and recognizing the need for a variety of tools beyond regulation to improve environmental and natural resource management.



This past year saw key developments in the use of the Enlibra principles within the West.

On October 6, 1999, Governor Gary Johnson signed Executive Order 99-33 directing New Mexico's environmental and natural resources agencies to review the Enlibra principles and incorporate them into the agencies' environmental policy making. That same month, the Environment Department co-hosted the first New Mexico Water Summit, establishing a forum to engage over 200 participants in using the Enlibra principles in making better water-planning decisions, while developing a longer-term vision and establishing better dealings in water resource management.

In December, the Environmental Protection Agency issued a new rule requiring reductions in the sulfur content of gasoline. The rule contained provisions developed by the Western Regional Air Partnership using an Enlibra process. Stakeholder representing the refinery industry, automobile manufacturers, environmental groups, tribes and states, developed a recommendation accepted by EPA to improve air quality and prevent gasoline shortages by keeping small Western refineries in business. Gov. Leavitt, who co-chairs the WRAP, called the decision-making process an excellent example of the Enlibra principles at work.

Holnam, Inc., a cement manufacturer represented on the Enlibra Advisory Committee, invited other committee members and state representatives to review a voluntary emissions reduction and alternative fuels demonstration project it is developing for use at its plants in five Western states. The goal of this and future opportunities to identify demonstration projects in the region is to test flexibility, state and regionally tailored solutions, and innovative cost-effective approaches to environmental protection and ecosystem restoration.

The Enlibra Advisory and Steering Committees, created by the Governors in 1999 to guide future activities, comprise representatives of all levels of government, industry, the environmental community and nonprofit organizations. This past year they developed a communications plan to raise awareness of the Enlibra doctrine and an implementation strategy to encourage its use among a broad constituency. Their recommendations, which were adopted by the Governors in December, include creating an awards or recognition program; conducting media, congressional and legislative outreach; establishing a speaker's bureau; hosting a second Enlibra summit; publishing a resource guide emphasizing best practices, case-studies, and lessons-learned; establishing an Enlibra Resource Fund; and enhancing support for state implementation.

As word of the Enlibra principles has spread, Governors, advisory committee members and staff have been invited to speak to dozens of organizations representing the public, private and nonprofit sectors. They have made great strides in informing constituencies around the country of Enlibra's operating principles and how they can be employed as a primary, voluntary tool for environmental and natural resource problem-solving. An Enlibra Web page and Resource Guide also have been developed, both of which can be accessed from WGA's Web site at www.westgov.org. The guide contains a vast array of educational and informational resources for use by those interested in developing or who are already engaged in employing the Enlibra principles in their work.

Following up on the successful Environmental Summit on the West in December 1998, WGA is working with the Advisory and Steering Committees to plan a second summit for the fall of 2001 to highlight the range of Enlibra activities already taking place across the West and provide Governors the opportunity to recognize outstanding examples in their states.



Enlibra Advisory and Steering Committee members learn what Rocky Mountain National Park is doing to control noxious weeds during their fall meeting in Estes Park, Colo.

Reports:

- *Grand Canyon Visibility Transport Commission: Recommendations for Improving Western Vistas* (1996)

AIR QUALITY PROGRAMS

Western Regional Air Partnership

Haze, generated by numerous sources of air emissions, can be transported hundreds of miles and frequently impacts visual air quality in national parks and wilderness areas across the Western United States. Regional haze obstructs the spectacular vistas that visitors from around the world come to enjoy. Recognizing both the aesthetic and economic value of unimpaired views, Western Governors have embarked on an ambitious program to address the problem.

The Governors first took up the issue of regional haze through their participation in the Grand Canyon Visibility Transport Commission, which issued a comprehensive set of recommendations in June 1996. To advance the implementation of these recommendations, the Governors have joined with tribes and federal agencies to form the Western Regional Air Partnership (WRAP). Governor Leavitt and Governor Lloyd Tortalita of the Acoma Pueblo co-chair the partnership.

Partnership members include the states of Arizona, California, Colorado, Idaho, Montana, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, and Wyoming; 12 tribes; the U.S. Environmental Protection Agency; and the U.S. Departments of Interior and Agriculture. The WRAP is committed to the use of stakeholder processes to build political consensus for its actions.

In July 1999, EPA promulgated a final rule for addressing regional haze. The Western Governors' Association was actively involved in the development of this rule and was instrumental in developing provisions that allow Western states to pursue a regional approach for improving

visual air quality, consistent with the recommendations of the Grand Canyon Commission.

Over the course of the next three years, WRAP committees and forums will develop the technical and scientific basis for regional haze planning in the West. WRAP forums will also evaluate a wide variety of potential strategies for improving air quality, and identify those that are most effective. This information will be used by Western states, 16 of which are required to submit regional haze plans to EPA between 2003 and 2008.

Also in 1999, the WRAP expanded its Charter to include the formulation and advancement of Western regional policy on air quality issues other than regional haze. The first example of this new approach was the WRAP's active engagement in EPA's development of a regulation limiting sulfur content in gasoline. The WRAP developed a consensus recommendation designed to ensure that EPA's gasoline sulfur rule achieved its intended air quality benefits without disadvantaging the small refineries that are prevalent in the West. The WRAP's recommendations were incorporated into EPA's final rule. Governor Leavitt praised the consensus-based process used by the WRAP as an example of the Western Governors' Enlibra doctrine at work, which is described previously in the Environmental Management section of this report.

The WRAP is jointly staffed by WGA and the National Tribal Environmental Council. EPA provides financial support.

Air Quality Initiative

A major thrust of several WGA resolutions focuses on achieving continued improvement in Western air quality through regulatory flexibility and institutional reform. To this end, the Governors have reinvigorated their Air Quality Initiative, which is examining alternatives to command and control regulation that will allow Western states to meet future air quality goals more efficiently. The Air Quality Initiative is also evaluating integrated approaches to air quality



planning that would be more effective than the pollutant-by-pollutant, source-by-source approach that is characteristic of the current regulatory structure.

In January 2000, Governor Leavitt convened a broad group of stakeholders which is identifying approaches for alternative programs and integrated air quality planning. The concepts developed through this initial phase will provide the basis for a longer-term work plan. WGA will work through the stakeholder process to seek funding and ongoing support from both the public and private sector for implementing the Air Quality Initiative work plan that is developed in 2000.

One of the key long-term objectives of the Air Quality Initiative is to develop political consensus for future Western air quality policy that can be inserted for consideration in national efforts to reauthorize the Clean Air Act, which is likely to occur over the next several years.

Addressing the Impact of Mexican Emissions

Haze not only crosses state lines, but also international boundaries. It cannot be traced to any single source or cause; therefore, it can only be reduced by a comprehensive set of strategies that address many types of human activity.

As a compliment to its interstate activities with the Western Regional Air Partnership, WGA has engaged in two projects with Mexico to address the impact of Mexican emissions on the Southwest. The first effort is designed to assist various levels of the Mexican government with assessing air pollution emissions. The focus of the project is building capacity not only to perform emissions inventories, but also to provide the necessary education programs to keep a trained work force. Sound emission inventories are a necessary prerequisite for developing effective emission control programs. In previous years, the project created training courses that are now offered through universities and government agencies and initiated a series of "how to" manuals.

This past year, additional manuals were completed and pilot emissions inventories were developed in Mexicali and Tijuana to test the adequacy of manuals and the general emissions inventory approach. The inventory for Mexicali was done with substantial contractor oversight in an effort to provide hands-on training in the preparation of emissions inventories. The effort in Tijuana was accomplished primarily by local agencies, with very little contractor assistance. These efforts demonstrate the success WGA is having in meeting the objectives of developing more comprehensive information about Mexican emissions and in developing the capacity for the Mexicans to undertake these important technical activities. Development of the inventories for Tijuana and Mexicali included use of information from the previously completed project that tested 200 passenger vehicles in the "interior" city of Aguascalientes. Data from these tests were combined with data from border areas and Mexico City to create a model for estimating mobile source emissions throughout Mexico.

The second project in which WGA is cooperating with Mexico promotes the use of clean fuels and energy-efficient processes in the border region. Energy demand in northern Mexico is expected to grow by five to six percent a year for the foreseeable future. Growth of this magnitude, coupled with current energy demand, pose an ongoing threat to air quality in the border region and the Southwest. This project's goal is to alleviate that threat while creating economic development opportunities for producers of clean fuels and energy efficient equipment and processes. During the past year WGA has sponsored workshops in Mexicali and Juarez, where energy service providers, businesses and consumers were able to share information on successful energy efficiency projects in the border region. Work has also begun on the development of an Internet matching service where energy service providers can be linked with consumers on both sides of the border. EPA provides funding for this project.

Reports:

- *Feasibility of Implementing Regional Incentive-Based Alternatives to Command and Control Air Quality Management, Kleinfelder and Associates (1997)*
- *Strategy Evaluation for Mobile Source Regional Air Quality Management, Kleinfelder and Associates (1997)*
- *Improving the State Implementation Plan Process, Air Quality Initiative Steering Committee (1997)*
- *Air Quality Initiative Action Report, Air Quality Initiative Steering Committee (1997)*



Reports:

- *Problems, Causes and Solutions to Congestion Along the U.S.-Mexico Border (Draft)*, Parsons Transportation Group (1999)



Border Crossings Transportation Efficiency Project

International transportation is critical to the support of the regional economy along the U.S.-Mexico border, and to the national economies of both countries. The increase in border congestion can be associated with the substantial increases in traffic seen since the signing of the North American Free Trade Agreement (NAFTA). There is a general consensus that congestion problems are negatively impacting air quality and the cost of doing business. There is also a general agreement that congestion problems must be addressed now, because traffic volumes will likely continue to increase. In order to address the problems created by congestion, it is necessary to clearly identify the major causes of congestion, and achieve a consensus from the critical stakeholders on potential solutions to those causes.

Previous work undertaken by the WGA focused on identifying the problems, causes, and solutions. Public forums were held in four of the major border crossings (San Diego-Tijuana, Nogales-Nogales, Laredo-Nuevo Laredo, and El Paso-Cd. Juarez) to develop a comprehensive picture of the causes of and potential solutions to border congestion. The information gathered in these forums was supplemented with interviews from key stakeholders representing state, local and federal governments, private businesses, and environmental groups, and with data collected at the major crossing points. This information has been assembled into a report.

Using this information, a workshop involving major stakeholders from both sides of the border was held in San Antonio, Texas in April 1999. This workshop was the first in an expected series of workshops designed to develop a consensus on the most viable solutions to the problems of border congestion and to develop an action plan for assuring the implementation of those solutions by the appropriate agencies.

Over the past year WGA has worked to refine the environmental analyses performed during the congestion study. A computer-based presentation has also been developed for use by states, environmental groups and the WGA in explaining the results of the project to agencies and groups that have plans and programs in the border region. Future activities include the development of a pilot project at a border crossing to implement recommendations made in the report. This project is funded by the EPA.

NUCLEAR WASTE TRANSPORTATION

Waste Isolation Pilot Plant (WIPP)

Twelve Western states, working through WGA, and in cooperation with the U.S. Department of Energy continue their planning and preparation activities in support of transuranic waste shipments to the Waste Isolation Pilot Plant in Carlsbad, N.M. The first shipment of this radioactive waste from the Los Alamos National Laboratory arrived at the WIPP in March 1999. Approximately 50 shipments were completed in the first year from Los Alamos, the Rocky Flats Environmental Test Site and the Idaho National Engineering and Environmental Laboratory. Shipments from the Hanford Site in Washington were scheduled for the spring of 2000. The Western states have focused on developing protocols for truck shipments, including:



First shipment of transuranic waste leaves INEEL for the WIPP site.

Reports:

- *WGA Fact Sheet: Western States Committed to Radioactive Transuranic Waste Transport Safety* (1999)
- *Waste Isolation Pilot Plant Transportation Safety Program Implementation Guide* (updated in 1999)

emergency response plans, training emergency response and medical personnel, tracking shipments by satellite, keeping shipments off the highways when weather and road conditions are poor, and ensuring that the vehicles and drivers are safe. These protocols were adopted by the Secretary of Energy in a 1996 Memorandum of Agreement. DOE is projecting that it will complete 233 shipments to WIPP in 2000.

In 2000 the Western states, through WGA, began developing protocols for "remote handled transuranic waste" (waste with very high concentrations of radioactivity), and for transuranic waste shipments made by rail. DOE is exploring the use of rail to move large volumes and oversized loads of transuranic waste from INEEL, the Nevada Test Site and other DOE sites. The initial shipments by rail are expected to originate from Ohio the summer of 2000.

Other Shipments

WGA's protocols for WIPP were used as a model to plan and prepare for the cross-country shipment of spent nuclear fuel from foreign research reactors. This fuel is being returned to the United States as part of the original Atoms for Peace Program. These shipments are being made by truck, originating at the Savannah River Site and bound for INEEL where they will be stored, until a final repository is built. Additionally, WGA is facilitating the planning for shipments of spent nuclear fuel from West Valley, N.Y. to INEEL using WGA's protocols. These shipments are planned for 2001.

At their 1999 Annual Meeting the Governors passed a policy resolution requesting DOE to suspend shipments of low level radioactive waste over the Hoover Dam. WGA is facilitating negotiations between DOE and the states of Arizona, California, Nevada and Utah to address the issues of routing, emergency preparedness and tracking of shipments.

WGA and the Western corridor states are working cooperatively through the DOE Transportation External Coordinating Working Group to define uniform national protocols for the routing, transportation, tracking, and emergency response to radioactive waste shipments. The development process is supported by the Secretary and incorporates input from both internal and external sources. WGA is working through the Environmental Management Advisory Board to address DOE facility integration, application of technology to cleanup and transportation issues.

At the 1999 Annual Meeting Governor Leavitt asked Secretary of Energy Bill Richardson to look into the cleanup of a uranium tailings mound in Moab, Utah. The tailings are a remnant of three decades of uranium mining operations. The mound contains both hazardous and radioactive wastes and is under the control of the Nuclear Regulatory Commission. WGA and Utah staff worked with the Department of Energy to transfer the ownership to DOE and to secure the funding for the removal and safe disposal of the waste. In January, the secretary announced that DOE would seek the funding for removal and that NRC would regulate the cleanup and the State of Utah would oversee the process.

Governors Kempthorne and Guinn are WGA's lead Governors for the radioactive waste transportation program. Governor Johnson joins them as co-lead Governor for WIPP related issues. The Department of Energy provides funding for this program.



Spent nuclear fuel from European research reactors is loaded on a truck for shipping to INEEL.

Reports:

- *Cleaning Up Abandoned Mines: A Western Partnership* (1998)

Abandoned Mine Waste Cleanup Partnerships

The first comprehensive report on abandoned mines in the West was published in by WGA and the National Mining Association using information provided by states, the Bureau of Land Management, the U.S. Forest Service, the National Park Service, and the U.S. Environmental Protection Agency. The report, *Cleaning Up Abandoned Mines: A Western Partnership*, lists on a state-by-state basis the number of abandoned mines in each state and the number cleaned up or secured to date. The report demonstrates that progress is being made, but more could be done with additional funding and if Congress enacts protections for "Good Samaritan" cleanups.

The report, which includes a survey of 15 Western states and three federal agencies, found that state voluntary cleanup laws and the mining industry are contributing to the cleanup of abandoned mines. However, many sites that were abandoned before environmental regulations were enacted in the 1970s have no viable owners, and it falls to state and federal governments with limited funding to clean up the sites.

The report concludes that, "By working together, Congress, Governors, state legislatures, and the mining industry can help accelerate the pace of cleanups of priority abandoned mine sites by looking for ways to increase funding for on-the-ground cleanups and security of dangerous mines in heavily trafficked areas. More studies and inventories of the problem are not needed to begin addressing priority sites today."

The report also found that a major stumbling block to increasing cleanup efforts is concerns about liability. Currently, anyone who reclaims a site can be held liable for any continuing discharges of pollution under the Clean Water Act. This applies to state and federal agencies as well as other good Samaritans. WGA has asked Congress to amend the act to at least shield state agencies and those working with the states from liability when they conduct Good Samaritan cleanups.

This past year WGA and the mining industry have selected three abandoned mine sites for joint cleanup action from a list of sites submitted by state reclamation agencies. The WGA and mining industry partnership is working with agencies in the states where the three sites are located to assemble technical, financial, and legal assistance to help get the sites cleaned up. The partnership will identify obstacles and lessons learned from the cleanup actions at the three sites and write a report summarizing their findings.



LANDS AND WATER

LANDS

One of the principal goals of the WGA lands program is to help state leaders develop solutions to the management problems on Western lands arising from changing demographics, economic conditions and environmental priorities. This is accomplished by working with state agencies and legislators, key federal agencies, local interests and others to identify, develop and implement common local/state/federal objectives. The WGA program seeks to achieve balanced and sustainable land management practices and to advance those interests in community, state and federal forums.



Open Lands and Stewardship

This initiative supports development of solutions for a variety of environmental and natural resource problems through working examples. Development of multi-state and local initiatives also provides opportunities to implement the Enlibra principles previously described in this report. With Leadership from Governors Geringer and Kitzhaber, this program focuses on voluntary, inclusive, community-based approaches to environmental and natural resource conservation, which assist states in the protection and maintenance of their economic and biological diversity, recreational opportunities, scenic values, and the agricultural industry by protecting working landscapes and by improving the quality of Western life. The High Plains Partnership for Species at Risk (HPP) and development of a regional open lands program and policy agenda have been the primary focuses.

High Plains Partnership for Species at Risk

The High Plains Partnership is bringing state and federal agencies, landowners and other conservation interests together to develop cooperative initiatives to recover the lesser prairie chicken and associated grassland species in the southern high plains. The goal is to implement voluntary, community-based solutions that work across traditional public, private ownership and jurisdictional boundaries to develop strategies that allow for improved land management benefiting both agriculture and wildlife. This is being accomplished through shared information, resources and cooperative development of sound science to guide management recommendations and decisions.

The Lesser Prairie Chicken Interstate Working Group was established in 1996 as the first HPP pilot to help identify solutions to reverse the decline of the lesser prairie chicken. The group is a coalition of natural resource agency professionals, landowners and conservation interests from Colorado, New Mexico, Kansas, Oklahoma and Texas where populations of lesser prairie chickens have historically existed. The working group has focused on improving coordination of information, data collection and research, and developing recommendations for improved policy and program implementation strategies.

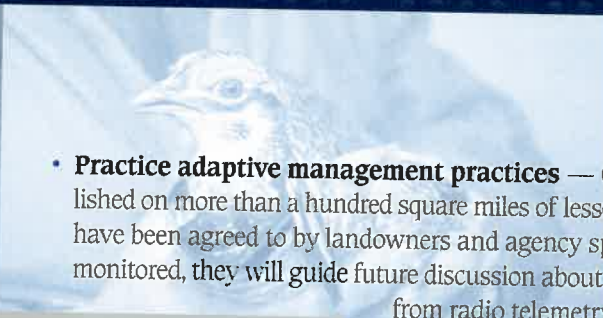
The project area supports agricultural communities and habitat for extensive wildlife resources. Ninety percent of the High Plains region is privately owned and more than 70 percent of the lesser prairie chicken habitat exists on private land. Partnerships with private landowners is imperative to the recovery of this and other grassland species that find their habitat supported by private land ownership. Landowners, government and others must work together to define conservation strategies that seek to balance the needs of both people and wildlife in the area.

The High Plains partners are implementing comprehensive, voluntary, incentive-based conservation and recovery strategies with five objectives.

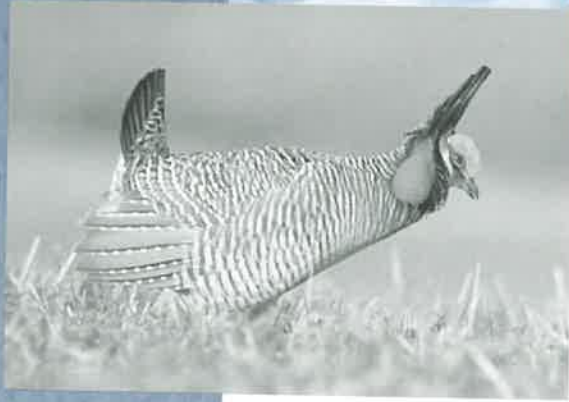
- **Answer applied research questions about the relationships between wildlife and habitat** — Ongoing studies are answering questions about varied land uses and their relative habitat value. This research will help landowners and biologists understand how these mixed-use lands are used by the birds for nesting, brood rearing and feeding grounds. Genetic and disease impacts on the species are also being evaluated. Populations are currently viewed as stable.
- **Improve communication and build local involvement** — “Ranch Conversations” have been held in all five states in communities within the habitat range of the lesser prairie chicken. Many landowners, oil and gas industry representatives, and other interested citizens participated to learn about habitat need and management alternatives. In addition, 10,000 lesser prairie chicken management leaflets were distributed this year to landowners to help raise awareness about species habitat needs.
- **Establish demonstration areas as educational tools** — More than 300 landowners and private citizens have visited a private ranch in New Mexico serving as a demonstration area.



New Mexico rancher Jim Weaver describes range management practices he has undertaken to conserve the lesser prairie chicken.



- **Practice adaptive management practices** — Candidate species agreements have been established on more than a hundred square miles of lesser prairie chicken habitat. Management activities have been agreed to by landowners and agency specialists. As the impacts of management are monitored, they will guide future discussion about needed modifications to the plans. Information from radio telemetry studies will also provide guidance for future management based on better applied understanding of the species' needs.



- **Cost-share approved range management practices** — In 1999, the US Fish and Wildlife Service provided \$225,000 in financial assistance to fund the development of a pilot project to implement Candidate Species Conservation Agreements with Assurances. These agreements compensate landowners for habitat restoration activities and exempt them from future regulations if the species is listed under the Endangered Species Act. Approximately 80,000 acres were placed under contract to do beneficial management for declining species. More than 100 landowners in New Mexico, Texas, Oklahoma and Kansas have indicated a willingness to participate

when additional funding is made available. These agreements can be developed using any funding source as long as management considerations meet the immediate needs for species protection.

The partnership met with key congressional leaders to express the critical need for funding to support states in developing proactive efforts to recover species before they decline to the point that listing becomes necessary and to create landowner incentives that will encourage full participation from landowners.

Funding for this project is provided by the U.S. Department of Agriculture-Natural Resources Conservation Service, U. S. Environmental Protection Agency, U.S. Fish and Wildlife Service, the National Fish and Wildlife Foundation, Phillips Petroleum Company, the Kerr Center for Sustainable Development, G. M. Sutton Avian Research Center, Houston Industries, Chevron Oil Corporation, private landowners and the states of Oklahoma, Texas, New Mexico, Kansas and Colorado.

Open Lands

As more and more people come to live in the land of wide open spaces, the values that have made the West one of the last best places continue to be challenged, and new values continue to be expressed. Ownership of farms and ranches in the West will change dramatically over the next several years. With those changes, the land stewardship ethic and possibly land use will also change. Protection of open space and working landscapes is a highly visible, very emotionally charged issue for families and communities.

The change in ownership will have significant impact on family assets, community values and Western economies. Governor Geringer provides the needed leadership to define viable solutions to address these critical policy challenges.

In response to direction from the Governors' Open Lands Forum, a working group has been established to develop a program and policy agenda for the Governors. The working group includes Governors' staff, state and federal agencies, private landowners, conservation organizations and private business interests. They met in Las Vegas in December 1999 to discuss conservation strategies and to begin developing a comprehensive, multi-



year action plan to secure and guide private land conservation investments in the West. The primary actions to be undertaken by the working group in the coming months are to:

- Establish a Conservation Fund for the West to be available to communities and states to serve as matching funds to their own conservation initiatives.
- Develop educational materials and activities that will build local understanding about, and the capacity of communities to utilize, an array of conservation and planning tools. A white paper on the Purchase of Development Rights (PDR) as a conservation tool will be available in summer 2000. Additional tools will also be explored, such as estate tax planning and other tax relief programs, conservation easements, land-use planning and zoning innovations, and public education about development-induced community services costs.
- Conduct outreach to, and involve in this work, representatives from the agricultural, environmental, legislative, real estate and development communities.

Funding for this project is provided by the David and Lucile Packard Foundation.



Prescribed Fire Program

Prescribed fire is being used increasingly as a management tool in an effort to improve forest and grassland health and to reduce the risk of catastrophic wildfires on public and private lands in the West. At the same time, people are concerned about a number of issues, including liability, air quality, coordination of activities across boundaries, and adequate consideration of alternative land management tools (including different burning practices that may reduce smoke and other emissions).

Guided by a steering group of 12 individuals representing diverse interests, the Prescribed Fire Program has developed projects to work on 1) providing information to landowners and land managers about liability; and 2) regional information sharing about planned and ongoing prescribed fires. A third project, being done in partnership with the Western Regional Air Partnership's Fire Emissions Joint Forum, focuses on providing information and tools to landowners, land managers, and decision-makers about alternatives to fire and what barriers to their use might exist. In the coming year, WGA will continue to foster discussion and formation of partnerships, provide tools and access to information to landowners and land managers, and highlight the need to protect health, safety and environmental quality while using fire as a management tool. This program is funded by the U.S. Departments of Agriculture and Interior.

Undesirable Non-Indigenous Species

Undesirable non-indigenous species are increasingly being recognized as a major threat to global, national and Western economies and environments. They often out compete and displace native species causing loss of ecosystem function, fish and wildlife habitat, and biological diversity. These species cause the declines of native species and are implicated in the listing of more than 42 percent of all species protected by the Endangered Species Act. A Cornell University study provided a rough estimate that the annual impact to the United States economy may be as high as \$138 billion. This problem is growing exponentially as the number of new species finding their way to this country accelerates.



Leafy Spurge is one of approximately 300 noxious weeds that have infested public and private lands in the West.

Impacts of Non-native Species:

- An estimated \$158 billion in economic damages
- A factor in the listing of 42% of all species under the Endangered Species Act
- 70 million acres of land in the West lost to weed infestations

The WGA initiated its undesirable non-indigenous species initiative in July 1999 in response to the Governors' call for development and coordination of Western strategies to limit the spread of these species in the West. Governor Guinn is the lead for this initiative. Additionally, Governor Kempthorne is a member of the National Invasive Species Advisory Committee, where he will represent Western needs. A diverse, 45-member working group with broad representation from federal, state, and local governments, industry, professional organizations, academia, and the conservation community was established to help guide the direction of WGA's program. The working group recommended the Governors focus their initiative on building improved capacity to address this problem at local, state, federal, and non-governmental levels, an initiative that lends itself to following WGA's Enlibra principles for environmental management. The Governors approved the group's recommendations, which call for the following actions:

- Encourage and seek support for development of regional and state strategic plans.
- Encourage establishment of single points-of-contact in each state to ensure consistent and efficient coordination.
- Conduct a thorough assessment of current efforts to combat these species by all levels of government in the West to help determine where efficiencies could be made, what gaps should be closed and what resources are available.
- Consider organizing an executive level dialogue among Governors, chief executive officers from the private sector, leaders of conservation organizations, and others to explore innovative methods and partnerships to address the problem.
- Identify and pursue opportunities to increase resources at all levels to combat undesirable non-indigenous species.

Since beginning this initiative, WGA has made more than 15 presentations on the undesirable non-indigenous species problem and the Governors priorities to groups as diverse as state agricultural groups, federal agencies, international conferences, and state agencies. These presentations served to increase awareness of the problem and Governors' initiative and to build a base of support.

The Western Governors also sent a letter to the president and congressional leaders requesting increased funding for federal agencies to more adequately meet their responsibilities to control and manage these species. The Governors' letter further recommended that resources also be made available to state and local governments and that innovative approaches be found for partnering with private landowners and enterprises.

REGIONAL WATER POLICY

One of the principal goals of the WGA water program is to provide the leadership to develop creative solutions to changing needs and values associated with water quality and quantity issues in the West. This is accomplished by establishing and encouraging cooperative processes among state, local and federal interests. WGA also assists with state and interstate watershed planning efforts, including the implementation of Clean Water Act, Safe Drinking Water Act, and total maximum daily load program activities. In addition, WGA encourages state leadership and policy development in order to position the West as a leader in developing workable solutions to water quality and quantity issues, including watershed strategies, and in cooperating with local and federal water interests.



Legislative issues related to the Clean Water Act and hydropower relicensing can be found under the next section of this report, Bringing the West to Washington. A description of other water policy initiatives follows.

Total Maximum Daily Loads

Western states made significant progress this year in their efforts to develop Total Maximum Daily Loads (TMDL) of pollutants that their lakes and rivers can absorb and still support drinking water, recreational uses and aquatic life. WGA hosted several workshops for top state and federal officials to assist states in meeting the TMDL requirements of the federal Clean Water Act. The Act requires that TMDLs be established for all pollutants, including those considered nonpoint sources of pollution, such as municipal and agricultural run-off and sediment.

With a grant provided by the U.S. Environmental Protection Agency, WGA has held workshops for up to 150 participants who discussed:

- scientific methods and data in the TMDL process,
- intrastate and interstate coordination,
- integration of water quality and water quantity, and
- development and implementation issues.

A final workshop will be held in the summer of 2000 to examine EPA's final TMDL rule. The majority of the participants have been from Western states, but the meetings have also included representatives from key federal agencies, local and tribal governments, and various interest groups.

A summary of the workshops and other TMDL information is available on the WGA Web site:
<http://www.westgov.org/wga/initiatives/tmdl/tmdl.htm>



Indian Water Rights

The Ad Hoc Group on Indian Water Rights was formed in response to an initiative undertaken first by the Western Regional Council (WRC), a group of large business interests in the West. Recognizing the potential dislocation of existing non-Indian uses that Indian water rights could affect, WRC began a dialogue with the tribes on how to quantify Indian water rights. It was generally agreed that negotiated settlements of rights is preferable to litigation, and that such settlements should be encouraged and facilitated by the federal government. The Ad Hoc Group comprises representatives of WGA, WRC, the Native American Rights Fund, and the Western States Water Council and has actively promoted negotiated settlements since 1982.

This year, the Ad Hoc Group on Indian Water Rights sponsored a series of forums in Washington, D.C. where the funding of settlements was a key focus of discussion. Governor Kitzhaber kicked off the first of these forums in February 1999. Participants in these forums included representatives of states, tribes, Congress and the Interior and Justice Departments. They agreed that until a permanent solution to the funding dilemma is found, these settlements will languish with profound consequences to all parties.

Subsequently the Ad Hoc group launched a bipartisan initiative to resolve this dilemma. On October 1, 1999, WGA Lead Governors Racicot, Hull and Kitzhaber sent letters to President Clinton and congressional leadership on behalf of WGA urging "a solution to the difficult issue of funding Native American land and water right settlements." Ad Hoc Group members have met with key congressional offices on the need for a solution to the problem of funding settlements.

Reports:

- *Workshop Summary: Western Watershed/TMDL Management Issues - Improving the Interaction of Science, Measurement Techniques and TMDL Listing Management (1999)*
- *Workshop Summary: Western Watershed/TMDL Management Issues - Improving TMDL Coordination within States and River Basins*
- *Workshop Summary: Review of EPA's Proposed TMDL Rule and the Integration of Water Quantity and Quality*
- *Workshop Summary: Developing and Implementing TMDLs*

As a result of these efforts, the Senate Budget Committee, led by Senator Pete Domenici, considered a legislative solution to the funding issue of Indian water and land claims, which would authorize budget cap adjustments for authorized settlements. However, because no settlements are anticipated to come before Congress during FY2000, and because the budget act expires in 2001, it is unlikely action will be taken during this session of Congress.

Reports:

- *The Western Drought Experience: The Western Drought Coordination Council's Report to the National Drought Policy Commission (1999)*
- *Western Climate and Water Status, a quarterly report that funnels information on water supply, snowfall and other climate-related issues from scientists and technicians to policy-makers* (<http://enso.unl.edu/wdc/c/quarterly>)
- *Catalog of Federal Drought Assistance Programs, updated and available on the Internet* (<http://enso.unl.edu/wdcc/programs.pdf>)
- *How to Reduce Drought Risk, a vulnerability assessment guide available on the Internet* (<http://enso.unl.edu/wdcc>)
- *WGA Drought Response Action Plan (1996), available on the Internet* (<http://www.westgov.org/wga/initiatives/drought2.htm>)

Drought Management

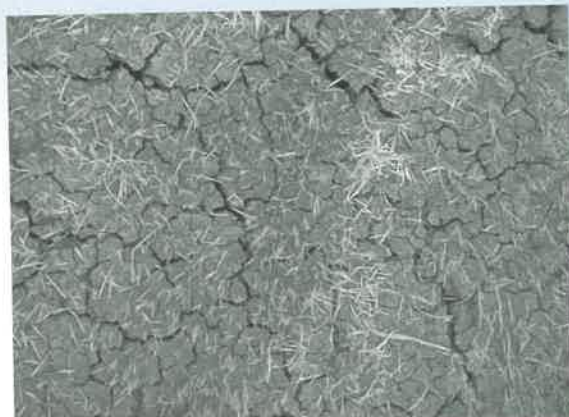
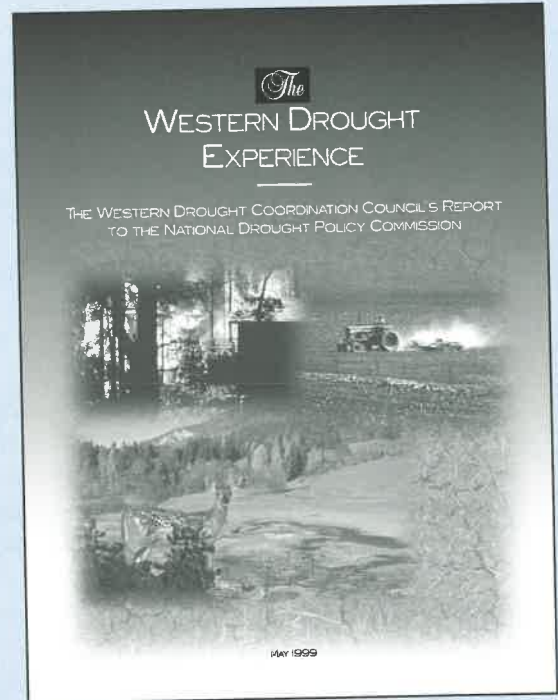
Every year, one or more Western states suffer from the impacts of a drought. Even more catastrophic are the multi-year droughts that water planners, natural resource managers and policy-makers strive to plan for so they can reduce the economic and environmental harm. WGA, under the leadership of Governor Johnson, has assisted states in these efforts on several fronts.

As a member of the Western Drought Coordination Council, WGA helped develop a report entitled, *The Western Drought Experience* in May 1999. The report includes a number of recommendations for managing drought, including creation of a National Drought Council modeled after the WDCC experience, a strong focus on mitigation and preparedness, and funding for monitoring programs.

The council's report was forwarded to the National Drought Policy Commission, which was tasked with making recommendations for a coordinated federal policy designed to prepare for and respond to serious drought emergencies. WGA was closely involved in establishing the commission and in getting the National Drought Policy Act enacted. John Baker, Commissioner of the Texas Natural Resources Conservation Commission, who represented WGA on the commission, submitted comments on the commission's draft report in March 2000. Once completed, the commission's report will be sent to Congress and the Administration for follow-up actions.

In addition to this national effort, WGA co-hosted with the U.S. Bureau of Reclamation a number of meetings around the West to assist states with their specific drought planning efforts. The meetings included the "U.S. and Mexico Border Drought Workshop" in El Paso, Texas in October 1999; "Experiences in State Drought Planning" for eight Midwestern and Southwestern states; and individual state drought planning efforts in Arizona and Hawaii.

Funding for this initiative is provided by the U.S. Bureau of Reclamation.



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, to provide technical assistance as issues arise, and to influence the shape of federal law, regulations, and administrative decisions. A major portion of the office's work entails identifying, tracking, analyzing, and lobbying and reporting on federal legislation and regulatory actions that affect the West.

As most WGA activities have a Washington, D.C. component, the WGA-D.C. office coordinates much of its work with each of the other three WGA program areas.

Endangered Species Act

WGA's Endangered Species Act Task Force, under the leadership of Governors Leavitt, Kitzhaber and Racicot, continues to advance efforts to reauthorize and implement the ESA that reflect the principles and legislative language developed by the Governors. Reform of the act is WGA's number one legislative priority. The goal is to strengthen the role of the states, make the act more workable and understandable, 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.

In July 1999, the Governors adopted a multiple year strategy to enhance reauthorization and implementation of the ESA in a balanced fashion. In September 1999, Governor Racicot traveled to Washington, D.C., on behalf of his colleagues to share the strategy and to renew the Governors' dialogue and collaboration with congressional committees and industry and environmental coalitions.

In March 2000, Governor Racicot urged members of the House Resources Committee to reach across the table to each other in an attempt to develop legislation that can be enacted and signed into law this year. He testified that the bills before the committee reflected many of the Western Governors' suggestions, but often contain concepts that eliminate consensus on the larger issue. At the same time, the bills do not address a number of important issues upon which consensus exists among the Governors.

In October 1997, the Senate Environment and Public Works Committee reported S. 1180, a bipartisan consensus bill that reflected in both form and substance the recommendations the Governors forwarded to Congress in 1995 and amended in 1997. While the measure was not enacted, that bill remains a model for measures supported by WGA. For example, S. 1180 contained enhanced authority for the secretaries of the Departments of Interior and Commerce to consider state conservation agreements when determining whether or not to list a species.

The Governors have also encouraged leaders in both houses to provide increased and stable funding for private landowner incentives and state-federal-private cooperative efforts to conserve declining species.

WGA has brought landowners to Washington, D.C., and has facilitated field visits for members of Congress and administration officials to provide them first-hand experience of how states are using incentives for private landowners and state conservation plans to obtain conservation benefits not achieved through merely listing a species. Similarly, WGA is renewing the collaborative effort initiated by Governor Leavitt with the administration to devise further improvements that can be implemented administratively while awaiting reauthorization of the act. The earlier collaboration resulted in much of the administration's 10-point plan to improve implementation of the ESA in 1995.



Mining Regulations

The Bureau of Land Management is in the final stages of a rulemaking to revise its surface management standards (3809 regulations) for mining on public land. Because states have delegated environmental authorities as well as surface management regulations pertaining to mining on all lands within their state, Governors directed WGA to coordinate state responses to the BLM proposal. Governor Leavitt serves as lead governor.

States generally feel the current 3809 regulations, coupled with state regulations, are working well. States have met with BLM several times over the last three years during the drafting of the proposed rule. From the beginning of the rulemaking, state representatives have called on BLM to focus on better implementation of existing rules and additional training before seeking regulatory changes.

Last year Congress directed the National Research Council to complete a comprehensive study of the environmental and reclamation requirements for hard rock mining on federal land. The NRC report was completed at the end of September and it generally supports the states' position that better implementation of existing regulations would yield the most benefit and that no new, federal, one-size-fits-all regulations are needed.

Ten Governors submitted additional comments on March 23, 2000 to BLM based upon the NRC report. In the letter, the Governors "recommend BLM rethink the current draft of the proposed rule. Given the information in the report, much of the proposed rule is unnecessary, unwarranted, or unwise. The issues raised by the National Research Council's report may be better addressed by revising policies and guidelines, rather than including them in a rulemaking."

BLM has indicated they plan to proceed with the rulemaking. A final rule is expected by September 2000.



Clean Water Act and Hydropower Relicensing

Western states are preparing for the enormous increase in the number of hydroelectric projects which must be relicensed over the next twelve years. WGA is monitoring legislative and judicial challenges to the states' certification authority under section 401 of the Clean Water Act and to state participation in the federal Energy Regulatory Commission's hydropower relicensing process. A hydropower resolution sponsored by Governors Locke and Kitzhaber was first adopted in 1998, and an amended resolution sponsored by Governors Kempthorne and Kitzhaber was adopted in 1999. In determining how best to implement the Governors' resolution on the issue, WGA surveyed hydropower states to identify and share best state practices and brought Western and non-Western states together to develop a common strategy. The states developed remedies to industry concerns that can make these processes more efficient and effective and formulated how best to respond to legislative and judicial attacks. Representatives of Governors Locke and Wilson testified on behalf of WGA during the 105th Congress and submitted testimony on behalf of Governor Kitzhaber.

WGA is carrying out three initiatives to improve the relicensing process. It coordinates the national team that participates in the State Mandates Working Group of the Federal Interagency Task Force to Improve Hydroelectric Licensing Processes. The Governors of California, Oregon, Washington, and Montana have appointed representatives while representatives of FERC, EPA, and the Departments of Interior and Commerce are the major federal participants. In March 2000, the working group prepared a document for a Federal Advisory Committee that sets out the principles for writing license conditions that are trackable and enforceable.

WGA also participates in the National Review Group of the EPRI Hydro Relicensing Forum,



which is composed of representatives from state and federal agencies, utilities and industry organizations, and environmental and recreational organizations. The group's mission is to improve relicensing outcomes through dialogue and activities jointly undertaken by all the stakeholders.

With a similar purpose in mind, last year WGA in partnership with the National Hydropower Association, EPRI, and the Hydropower Reform Coalition, organized a Hydropower Summit in Portland, OR. This June, the partnership will convene a small working group to define and explore common ground in the use of adaptive management in the licensing process. The results of the meeting will provide the focus for a second summit.

Good Samaritan Cleanups

Abandoned and inactive mines are responsible for many of the greatest threats and impairments to water quality throughout the West. Thousands of stream miles are severely impacted by drainage and runoff from these mines, often for which a responsible party is unidentifiable or not economically viable.

There is currently no provision in the Clean Water Act which protects a remediating agency—or “Good Samaritan”—who does not otherwise have liability for abandoned or inactive mine sites, and that attempts to improve the conditions at these sites, from becoming legally responsible for any continuing discharges from the mined land after completion of a clean-up project. This potential liability has become an overwhelming disincentive to voluntary remedial activities financed or conducted by public entities to address the serious problems associated with inactive or abandoned mined lands.

In October, 1999, Senator Max Baucus, together with Senators Campbell and Daschle, introduced S.1787, “The Good Samaritan Abandoned or Inactive Mine Waste Remediation Act.” The bill would revise the Clean Water Act to eliminate current disincentives for Good Samaritan cleanups. It is based substantially on a proposal developed by the Western Governors’ Association over the last five years, as a result of extensive discussions with EPA, environmental group representatives and mining industry representatives. On October 19, 1999, Governors Owens, Leavitt and Racicot sent a letter to Senator Baucus on behalf of WGA in support of the bill.

There is not a complete consensus regarding this legislation. Some in the environmental community oppose any exception to the standard Clean Water Act requirements. However, several changes were made that address the major concerns identified by the environmental community.

At the same time, the mining industry is not fully satisfied with the current bill either. Although the bill would not establish any new requirements for the mining industry or change existing liability provisions in any way, some within the industry would prefer a broadening of the scope of the Good Samaritan proposal to allow re-mining. Environmental groups and EPA are opposed to such a broadening.

Sen. Baucus has asked Senator Bob Smith to hold a hearing on the bill in the Senate Environment and Public Works Committee. WGA staff and state representatives have been continuing with efforts to seek introduction of a parallel bipartisan Good Samaritan bill in the House.



Monitoring

WGA continues to monitor congressional actions on a number of bills and issues including fiscal 2000 appropriations, grazing reform, public lands legislation, electricity industry restructuring, farm bill issues, interstate waste, and the transportation and disposal of nuclear waste. These activities are funded with dues from member states.

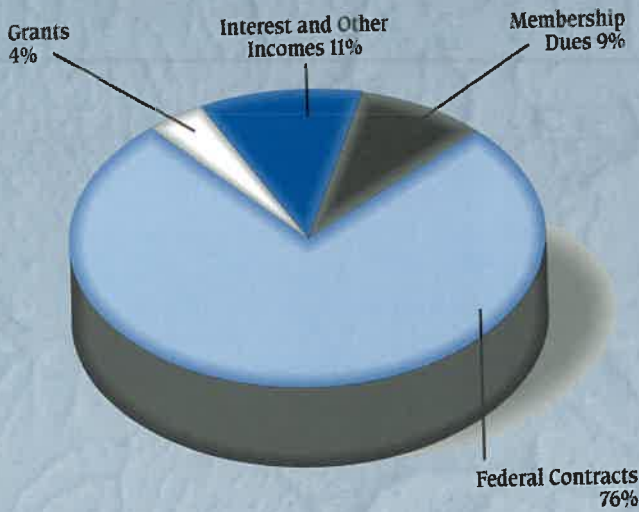
FINANCES

FINANCES

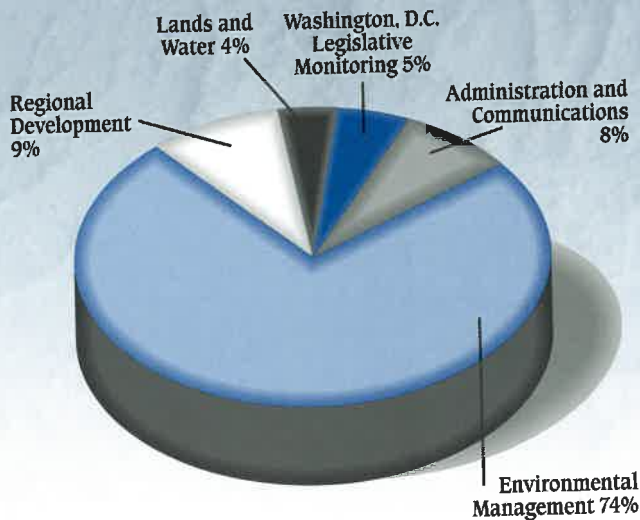
WGA's income is derived from dues from member states, grants and contracts, contributions, interest and other miscellaneous income. Member dues for fiscal year 1999 were \$36,000 per state and \$6,000 per territory/commonwealth.

During the fiscal year ended June 30, 1999, WGA's income totaled \$6,767,930. Approximately 76 percent of this amount was received from federal agencies for various projects.

FY 1999 SUPPORT AND REVENUES



FY 1999 FUNCTIONAL EXPENSES



STATEMENT OF ACTIVITIES FOR THE YEAR ENDED JUNE 30, 1999

SUPPORT AND REVENUES

Membership Dues	\$ 630,000
Federal Contracts	5,134,639
Grants	265,125
Meetings & Conferences	692,057
Interest Income	<u>46,109</u>
 Total Support and Revenues	 <u>\$6,767,930</u>

FUNCTIONAL EXPENSES

Environmental Management	\$ 4,853,715
Regional Development	577,084
Lands and Water	290,876
Washington, D.C. Legislative Monitoring	298,270
Administration and Communications	<u>519,252</u>
 Total Functional Expenses	 <u>\$6,539,197</u>
 Excess of Support and Revenues Over Expenses	 228,733
 Fund Balances, Beginning of Year	 965,223
 Fund Balances, End of Year	 <u>\$1,193,956</u>

*Excerpted from the audit report of Dollinger, Smith & Co.,
Certified Public Accountants*

GOVERNORS' BIO SKETCHES

ALASKA



TONY KNOWLES

(Democrat) was elected Governor of Alaska in 1994, re-elected in 1998, and has made jobs and families the continuing focus of his administration. He has committed his

administration to building a healthy, growing private sector economy through partnership with industry, with an emphasis on "doing it right" by concentrating on jobs for Alaskans, using Alaska businesses, and protecting the environment. Through the Alaska "Quality Schools Initiative" and "Smart Start" program, Knowles has made healthy families and the education, safety and well being of Alaska's children top priorities. Knowles was born in Tulsa, Oklahoma on January 1, 1943. A Vietnam veteran, he served in the 82nd Airborne division and volunteered for Vietnam duty in 1964. 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, he opened his first restaurant in Anchorage, where he still owns the popular Downtown Deli and Café. 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 mayor of Anchorage (1982-1987) and a member of the Anchorage Assembly (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. Knowles is the current chairman of the Interstate Oil and Gas Compact Commission. He served as chairman of the Western Governors' Association from July 1997 to June 1998. He and his wife, Susan, have three children.

Term expires December 2002

AMERICAN SAMOA



TAUESE PITA SUNIA

(Democrat) 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. During 1972-1974, he served as 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 master's 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



JANE DEE HULL

(Republican), as Governor, has made her top priorities education, children, the economy and preserving the state's natural beauty. She has made a record number of judicial

appointments and has helped pass tax cuts for a record eighth and ninth consecutive years, including reductions in the vehicle licensing tax and selected business taxes. Her Students FIRST school facilities funding program received broad bipartisan support. Governor Hull's KidsCare Program provides health insurance to children of the working poor, and her Growing Smarter plan offers practical steps to control area growth. In November 1999, Governor Hull appointed a steering committee to develop strategies to enhance Arizona's participation in the knowledge-based New Economy. Jane Dee Hull was born in Kansas City, Missouri. She received a bachelor's degree in elementary education from the University of Kansas at Lawrence in 1957 and did postgraduate work in political science and economics at Arizona State University from 1974 to 1979. She is a graduate of the Josephson Ethics Institute and has served on the boards of numerous community and service organizations. In 1979, she was elected to the Arizona House of Representatives. In 1989, she was chosen by her fellow representatives to serve as speaker of the house, becoming the first woman to hold that position in Arizona. She served as speaker from 1989 to 1992. In 1993 she ran a successful campaign for Secretary of State, becoming the second woman to hold that office and the first Republican since 1931.

Term expires January 2003

CALIFORNIA



GRAY DAVIS (Democrat) was elected the 37th Governor of California on November 3, 1998, winning 58 percent of the statewide vote. He was described by the San Jose Mercury News as "perhaps the

best-trained Governor-in-waiting California has ever produced." Governor Gray Davis has made improving public education his Administration's No. 1 priority. His first official act as Governor was to call a special session of the Legislature to address his proposals to ensure that every child can read by age nine, strengthen teacher training and education, and increase accountability in the schools. As Lieutenant Governor, Gray Davis focused on efforts to keep jobs in California and encourage new and fast-growing industries to locate and expand in the state. He also led the fight to keep a college education affordable for California's middle class families, pushing through the largest student-fee reduction in California history. As the State's second-highest officeholder, he also served as President of the State Senate, Chair of the Commission for Economic Development, Chair of the State Lands Commission, a Regent of the University of California and a Trustee of the California State University. Prior to becoming Lieutenant Governor, Gray Davis served as State Controller for eight years. As California's chief fiscal officer, he saved taxpayers more than half a billion dollars by cracking down on Medi-Cal fraud, rooting out government waste and inefficiency, and exposing the misuse of public funds. He was the first Controller to withhold paychecks from all State elected officials — including himself — until the Governor and the Legislature passed a long-overdue budget, and he found and returned more than \$1.8 billion in unclaimed property to California citizens, including forgotten bank accounts, insurance settlements and stocks. From

1983-1987, Gray Davis served in the State Assembly from Los Angeles County and was Chief of Staff to Governor Edmond G. Brown, Jr. from 1975-1981. As Chair of the California Council on Criminal Justice in the 1970's, he started the statewide Neighborhood Watch program. Gray Davis was born in New York City on December 26, 1942. As a cum laude graduate of Stanford University with a Columbia University Law School degree, he served as a U.S. Army Captain in Vietnam and was awarded the Bronze Star for meritorious service. He has been married since 1983 to the former Sharon Ryer of Santee, in San Diego County.

Term expires January 2003

COLORADO



BILL OWENS

(Republican) was elected on November 3, 1998 to serve as the 40th Governor of the State of Colorado after serving as Colorado's State Treasurer from 1994-1998. Prior to his

election as Governor and Treasurer, Owens worked in the private sector while serving in the State House and Senate. After graduating from Stephen F. Austin State University in 1973, Bill Owens was awarded a full two-year fellowship to the Lyndon B. Johnson School of Public Affairs at the University of Texas, where he received his MPA in 1975. Immediately upon graduation, he went to work as a management consultant for the accounting firm of Touche Ross & Company in Washington, D.C. Owens moved to Colorado in 1977 to work with the management team at Gates Corporation in Denver. He was named Executive Director for a Colorado trade association in 1980. After serving as Chairman of the Aurora Planning Commission, Owens was elected to the Colorado House of Representatives in 1982. Six years later, he was elected to the State Senate, where he served as Chairman of the State Affairs Committee and was a member of both the Education and Finance

Committees. As a legislator, Bill Owens sponsored successful legislation in the areas of welfare reform, child abuse, education, legal reform, and criminal justice. He was the author of the Colorado Charter Schools Act and Colorado's "Three Strikes" law. The National Federation of Independent Business, the Colorado Association of Commerce and Industry, and the Colorado Union of Taxpayers recognized Bill Owens on numerous occasions for his support of the taxpayers and the private sector. As State Treasurer, Owens invested nearly \$4 billion while overseeing programs such as the Great Colorado Payback, which returns unclaimed property to its rightful owners, and the Save for America program, which teaches grade school students the benefits of saving money. Bill Owens continued to watch out for the concerns of the taxpayers, effectively managing Colorado's assets while working hard for a better and more efficient state government. Owens is married to the former Frances Westbrook. They have three children: Monica, Mark and Brett.

Term expires January 2003

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. Gutierrez has been an active member of Guam's business community since the early 1970s, when he established his own business, Carlom Enterprises, a builder of residential homes and commercial structures. He has also served as a consultant and board member to other firms. First elected to public office in 1972, Gutierrez served in the Guam Legislature from 1973-1986, including two terms as speaker. He was

re-elected to the Senate in 1989, serving as chairman of the Ways and Means Committee. He held the chairmanship until 1994, when he was elected Governor. Governor Gutierrez has served as president of the Constitutional Convention and the Association of Pacific Island Legislature, as well as host president of the Asian-Pacific Parliamentarian's Union, and in 1995, he founded and chaired the Council of Micronesian Chief Executives. In the 1980s, Gutierrez received an honorary doctorate of humanities from the World Academy of Arts and Sciences, and in 1996, he was awarded an honorary doctorate of law by the University of Guam. 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. Gutierrez is married to Geraldine ("Geri") Torres Gutierrez. They have three children.

Term expires January 2003

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 Cayetano, who is the first Governor of Filipino ancestry in the United States. Cayetano is the Chairman of the Western Governors' Association. 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 2002

health advocacy programs and other priority needs. The fund's interest earnings will exceed annual payments into the fund within 20 years. In April, Kempthorne signed a broad-based tax relief package into law — the centerpiece of which is the complete elimination of the marriage tax "penalty" for Idaho families. The package also allows self-employed Idahoans to fully deduct health insurance premium costs from taxes, expands the investment tax credit for job creators, and provides all taxpayers with an across-the-board rate reduction for the 2000 tax year. By year's end, Kempthorne's statewide voluntary immunization registry program will be up and running, and will help ensure that more Idaho children from birth to 18 months receive the full complement of vaccinations recommended by pediatricians. Kempthorne is continuing Idaho's stepped-up fight against methamphetamine production, with funding continued in his budget for advanced meth training for state and local law enforcement. In his first year in office, meth lab busts in Idaho jumped by more than 70 percent. To help develop a state-based solution for recovering salmon runs in Idaho and the Pacific Northwest, Kempthorne has established a "Salmon Cabinet." This team of state officials is developing data and recommendations that will help restore salmon in a way that will gain biological, political, and economic support in the region. In the short time Kempthorne has been Governor, he has been selected to serve on the National Governors' Association's Executive Committee. He is also Vice Chairman of the Western Governors' Association, and the President-elect of the Council of State Governments. Prior to becoming Idaho's chief executive officer, Kempthorne served six years in the United States Senate, where he fought vigorously in support of states' rights. Prior to his election to the United States Senate, Kempthorne served as Mayor of Boise for seven years and was the Idaho Public Affairs Manager for the FMC Corporation. A 1975 graduate of the University of Idaho, he earned a degree in political science. Dirk Kempthorne was born in 1951. He and his wife, Patricia, have two children, Heather and Jeff.

Term expires January 2003

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 1975-1978, and in the Hawaii State Senate from 1979-1986. From 1983-986, he was a partner in a Honolulu law firm. He was elected Lieutenant Governor in 1986 and re-elected in 1990; he served in that position until he was inaugurated Governor in December 1994. He was re-elected to a second four-year term in November 1998. For four consecutive years, from 1976-1980, he was recognized as one of Hawaii's "Ten Most

IDAHO



DIRK KEMPTHORNE (Republican), in his second year in office, is building on his first-year achievements in the areas he has identified as priorities for Idaho — healthy, well-educated children,

safe streets, a clean environment, and economic development. The Legislature approved Kempthorne's record budget for Idaho's K-12 school children, which maintains his emphasis on mastering reading fundamentals in the early grades and continues his efforts to foster new teaching methods through his Innovative Grant Program. In February, the Legislature overwhelmingly approved Kempthorne's plan to establish the Idaho Millennium Fund. This trust fund will receive proceeds from the national tobacco settlement, and the interest it earns will fund

KANSAS



BILL GRAVES

(Republican) the 43rd Governor of Kansas, was first elected to the state's top government position on November 8, 1994. He was re-elected to a second term in 1998 with 73

percent of the vote, the largest percentage of votes of any Governor in the nation. He carried all 105 counties in the state. Prior to assuming the Office of Governor, Graves served eight years as Kansas Secretary of State. 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. Since his election, Governor Graves has focused on a common-sense approach to state government issues. His efforts to make the state government more efficient and responsive have resulted in the streamlining and privatization of many state services. He currently serves on the Jayhawk Area Council of the Boy Scouts of American executive board, as well as the board of trustees for Kansas Wesleyan University and the Sunflower State Games, and is an alumnus of the 1985 class of Leadership Kansas. The Governor and his wife, Linda Richey Graves, are the very proud parents of 4-year-old daughter, Katie.

Term expires January 2003

MONTANA



MARC RACICOT

(Republican) has roots that run very deep in Montana's colorful history. His ancestors came to the Montana Territory in the 1860s. Born July 24, 1948, Racicot grew up in Miles

City and Libby. He graduated in 1970 with a degree in English from Carroll College in Helena and earned his juris doctorate in 1973 from the University of Montana Law School in Missoula. As an Army ROTC graduate, Racicot was immediately assigned to the Judge Advocate General's Corps and stationed in West Germany where he served as chief prosecutor for the largest U.S. military jurisdiction in Europe. He returned to Montana in 1976 where he became deputy county attorney for Missoula County. In 1977, Racicot became a state Assistant Attorney General, as well as Montana's first Special Prosecutor, handling major cases for county attorneys across the state. He was elected Attorney General in 1988. He became Montana's 20th Governor on January 4, 1993 and he was re-elected in 1996 with 80 percent of the vote, the largest winning percentage for a Governor in Montana's history and the largest winning percentage for any U.S. Governor in 1996. Some of the major challenges facing Governor Racicot during his last term include steering economic development, managing mental health care for lower income residents, and reforming Montana's tax structure. The Governor advocates constant improvement in government efficiency and bringing government services closer to its owners, the people. He also favors reducing government wherever possible; he eliminated two executive departments and the Governor's office now operates with about half the staff it had in 1977. After working with the Legislature to eliminate a \$200 million deficit in 1993, the Racicot Administration helped produce a \$22.4 million budget surplus in 1995. At the Governor's request, the Legislature approved refunding the money to state taxpayers. The Governor and his wife, Theresa, celebrated

their 25th wedding anniversary in 1995 and have five children: Annie, Tim, Mary Catherine, Theresa Rose and Joe.

Term expires January 2001

NEBRASKA



MIKE JOHANNS

(Republican) was elected as Nebraska's 38th Governor in November 1998. Born in Osage, Iowa, Johanns received his Bachelor of Arts degree from St. Mary's College,

Winona, Minnesota, in 1971 and his Juris Doctor degree from Creighton University, Omaha, Nebraska in 1974. He then served as a Judicial Law Clerk for the Honorable Hale McCown from 1974-1975. After practicing law at the firm of Cronin & Hannon in O'Neill, Nebraska from 1975-1976, Johanns moved to the city of Lincoln. He worked as a partner in the law firm of Nelson Johanns Morris Holdeman & Titus until his election as Mayor in 1991, an office he held for nearly eight years. Johanns was also elected to and served on the Lancaster County Board of Commissioners and the Lincoln City Council. As Mayor, Johanns created a Multicultural Advisory Committee, carried out an extensive environmental management planning process, and launched the Lincoln Community Development Partnership to facilitate affordable housing projects. He also expanded the City's Summer Youth Employment Program, for which he received a 1993 Job Training Partnership Act Presidential Award in the Outstanding Civic Leader category. Johanns organized the Lincoln Partnership for Economic Development to provide the city with a coordinated, regional approach to economic development. As Mayor, Johanns was elected in June 1993 to the U.S. Conference of Mayors Advisory Board, and he served as Chair of the USCM Subcommittee on Crime Prevention of the Standing Committee on Criminal and Social Justice. He also served on the USCM's Crime Bill Task Force and

Unfunded Mandates Task Force. He has been an active member of the Conference and has participated in USCM delegations to Taiwan, Mexico and Israel. In June 1995, at the 63rd Annual Conference of Mayors, Johanns was named a Trustee of the U.S. Conference of Mayors, one of 11 Trustees in the United States. As a Trustee, Johanns also served on the Executive Committee of the organization, which oversaw operations, set priorities and determined positions on urban policy issues from year to year. Johanns served as Trustee during the remainder of his term as Mayor. Johanns was also a member of the League of Nebraska Municipalities Executive Board and served as president of the League of Nebraska Municipalities. Mike Johanns has two children and is married to Stephanie Johanns, also a former Lancaster County Commissioner and former State Senator. Stephanie Johanns is Director of Customer Service for Aliant Communications.

Term expires January 2003

NEVADA



KENNY GUINN

(Republican) was sworn in as Nevada's 28th Governor on January 4, 1999. His inauguration was the culmination of more than 34 years of service to the people of

Nevada in both the public and private sector. Kenny Guinn has been a leader in business, community affairs, and, most importantly, education, most of his life. Kenny Guinn grew up in the small farming town of Exeter, California where he met his wife, Dema. Guinn's parents instilled in him the importance of education early in his life, and from a very young age, he sought to excel academically. After graduating high school, Guinn attended Fresno State University where he earned undergraduate and graduate degrees in physical education. He then earned a Doctorate in Education from Utah State University. In 1964, Kenny and Dema Guinn,

along with their oldest son, Jeff, moved to Las Vegas where Kenny went to work for the Clark County School District as a planning specialist. Within five years, Kenny Guinn was named Superintendent of Schools. During his tenure as School Superintendent, Guinn managed the Clark County School District through a period of unprecedented growth. His efforts and years of service were recognized when Kenny C. Guinn Junior High School was named in his honor. Kenny Guinn was hired by Nevada Savings and Loan, which later became PriMerit Bank in 1978. He worked his way through the management ranks and, in 1987, was named Chairman of PriMerit's Board of Directors. Soon thereafter, Guinn was recruited by Southwest Gas as the utility company's president and was named Chairman of Southwest's Board of Directors in 1993. The following year, Guinn was sought out by the University of Nevada, Las Vegas to serve as interim president. He re-established the university's financial groundwork and enabled its expansion to continue. His compensation was one dollar, and the rest of his salary was donated to UNLV's student scholarship fund and other student activities. Kenny Guinn has served his community on numerous boards and commissions, including the Clark County Community College Advisory Committee, the UNLV Foundation Board of Trustees, The White House Conference on Children and Youth, the Las Vegas Citizen's Advisory Committee on Downtown Development, the Governor's Commission on Government Reorganization, the Metropolitan Police Fiscal Affairs Committee, the Nevada Educational Development Council, and the Advisory Group for Civil Justice Reform. Guinn has offered his time and energy on a volunteer basis to groups including the Boy Scouts, Pop Warner Football, the United Way, and the Southern Nevada Independent Youth Athletic Association. Kenny and Dema Guinn recently celebrated their 42nd wedding anniversary. They have two sons, Jeff and Steve, and six grandchildren.

Term expires January 2003

NEW MEXICO



GARY E. JOHNSON

(Republican) is New Mexico's 26th Governor. His goal is to improve the quality of life of all New Mexicans by concentrating on four major priorities:

1) improving education by making it more accountable; 2) bolstering economic development by reducing taxes and by building roads and infrastructure; 3) reducing crime by building prisons and expanding juvenile prevention programs; and 4) improving government efficiency by holding the line on state government growth and on the number of state employees. Governor Johnson signed legislation to reduce taxes by more than \$106 million a year and reduced the number of state employees by eight percent. He believes one of his major legacies will be the implementation of Managed Care for Medicaid during his administration. The Governor's number one priority is to improve education in the state. Johnson's "For the Children's Sake" educational reform plan calls for more accountability, school choice through vouchers, and expansion of charter schools. Johnson was elected Governor in November 1994 and took office on January 1, 1995. He became the first Governor of New Mexico to be elected to two consecutive four-year terms when he was re-elected in November of 1998. Prior to becoming Governor, Johnson and his wife, Dee, founded Big J Enterprises, a successful, full-service commercial and industrial construction company still operating in New Mexico. An accomplished athlete, Johnson has enjoyed promoting fitness while in office. He was the first Governor to ever compete in the Ironman triathlon in Hawaii and has ridden his bike four times across the state of New Mexico for over 2,000 miles in his effort to bring awareness to fitness and litter cleanup during his "Trek for Trash." The Johnsons have two children.

Term expires January 2003

NORTH DAKOTA



EDWARD T. SCHAFER (Republican) was first elected Governor of North Dakota in 1992, and was re-elected for a second term in 1996 with 67 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. As Governor, Schafer has increased funding for K-12 education by 10 percent in each of the past three bienniums, provided an additional 30 percent to the state's university system, and has directed more than \$70 million in new money to help care for the state's elderly. His administration has designed and implemented a cutting-edge welfare reform project that helps people overcome long-term barriers to self sufficiency. Schafer has also supported significant investments in technology and water development projects to improve the delivery of services to people in remote areas and to provide solid infrastructure for continued economic growth. All of Schafer's initiatives have been accomplished without a tax increase. In fact, under his leadership the number of state government employees has been reduced and the cost of state government as a percentage of personal income has decreased. Schafer brings extensive private sector experience to the Governor's office and has worked to create business-friendly policies in state government. The number of jobs is up 16 percent and new industries have diversified the state's traditional economy. He is chair of the Republican Governors' Association and the National Governors' Association's lead Governor for the TRUST Coalition (Transportation Revenues Used Solely for Transportation) and co-lead Governor for agriculture. Schafer is a past chair of the Western Governors' Association, the Midwestern Governors' Association and the Interstate Oil and Gas

Compact Commission. Schafer was born and raised in Bismarck. He graduated from the University of North Dakota in 1969 and earned a master's in business administration from Denver University before returning to the family business, the Gold Seal Company, in 1970. He was elected president of the company in 1978. 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



PEDRO P. TENORIO (Republican) was born on the island of Saipan. He completed his secondary education on Guam, graduating from George Washington High School in 1955, and attended the

Territorial College of Guam, (now the University of Guam). He returned to Saipan and worked for several years as a supervisor for the Naval Technical and Training Unit, an intermediate school teacher, and an executive of a shipping company. A charter member of the Saipan Rotary Club International, he has also served as chairman of the Marianas Visitors Bureau. In government service, Governor Tenorio first served in the House of Representatives of the Congress of Micronesia and subsequently became a member of the Marianas District Legislature. In 1978, when the Northern Mariana Islands became a U.S. Commonwealth (CNMI), he was elected vice president of the Senate of the First Commonwealth Legislature and chairman of the Programs Committee. He was elected president of the Senate in 1980. Sworn in as Governor in January 1982, he was re-elected for a second term in November 1985 and sworn in January 1986. He was elected Governor again in November 1997 and was inaugurated on January 12, 1998.

Term expires January 2002

OREGON



JOHN A. KITZHABER (Democrat) was born in 1947 in Colfax, Washington. He grew up in Oregon and graduated in 1965 from South Eugene High School in Eugene, Oregon. After graduating from

Dartmouth College in 1969, Kitzhaber returned to Oregon and attended the University of Oregon Medical School (now Oregon Health Sciences University). Dr. Kitzhaber practiced emergency medicine in Roseburg, Oregon for 13 years. In 1978, John Kitzhaber was elected to the Oregon House of Representatives. In 1980, after one term in the House, Kitzhaber was elected to the first of three terms in the Oregon Senate representing Douglas County and parts of Jackson County. In 1985, Senator Kitzhaber was elected Senate president and served with distinction in that capacity until 1993. As Senate president, Kitzhaber oversaw the passage of major legislation including the Oregon Health Plan and the Oregon Education Act for the 21st Century. As a state senator, Kitzhaber became nationally recognized for his role in authoring the ground-breaking Oregon Health Plan. He is credited both with crafting the plan, as well as bringing disparate interest groups together to pass the law. The Oregon Health Plan went into effect in February 1994. Kitzhaber received the American Medical Association's Dr. Nathan Davis Award in 1992 for outstanding contributions to health care. He also received recognition for his leadership in the field of environmental stewardship, including the prestigious Neuberger Award presented by the Oregon Environmental Council. As a physician, Dr. Kitzhaber serves on the faculty of the Estes Park Institute where he has been a clinical professor at Oregon Health Sciences University since 1989. On November 8, 1994, John Kitzhaber was elected Governor of Oregon. He was sworn into office January 9, 1995. Governor Kitzhaber is married to the former Sharon LaCroix of Saskatchewan, Canada

and is the father of a son, Logan, born in October 1997. For recreation, the Governor enjoys fly-fishing and exploring Oregon's wild rivers.

Term expires January 2003

SOUTH DAKOTA



WILLIAM J. JANKLOW (Republican) is serving his fourth term as Governor of South Dakota, making him the longest serving Governor in the state's history. Putting taxpayers first has been the guiding

theme of Janklow's time in office. In 1999, Janklow warned lawmakers that he would veto the new highway-funding bill that raised the state's motor-fuels tax by four cents per gallon and raised license plate fees, unless they passed a meaningful enforcement mechanism for cracking down on overweight trucks. Janklow also successfully pushed for the repeal of railroad tax breaks, under which taxpayers for 25 years had subsidized through higher property taxes the maintenance and repair of railroads throughout South Dakota. The statewide property-tax levies for general education were reduced again in 1999, a continuation of the effort that began in 1995 to cut property taxes in South Dakota. Janklow's affordable housing program continues to attract regional and national interest. Coordinated through the South Dakota Housing Development Authority, the program uses inmate labor to build modest-sized homes for elderly persons and people with disabilities and daycare centers for rural communities. Prison inmate crews were also employed to help wire every public school district for computer technology, a program that will be expanded to cover public libraries, private schools and hospitals. Governor Janklow has expanded summer technology training programs for K-12 educators and awarded grants to state university faculty to conduct summer projects on incorporating technology into their daily classes. For his

final term, Janklow plans a major emphasis on early childhood development. A significant public-education campaign will be used to make parents and all citizens more aware of the results of good and bad behavior toward children, whether it is mothers abstaining from alcohol use during pregnancy or the positive benefits of reading to infants. A statewide immunization registry is believed to be the first of its kind in the nation. During the 1999 session, legislators passed a consumer-friendly package of managed-care reforms in which Janklow played a major role. In agriculture, Janklow led the 1998 blockade against Canadian grain and livestock trucks to force action on trade issues between the U.S. and Canada. He worked with legislators in the 1999 session to earmark money for agriculture marketing, promotion and development from funds in a state business-loan program and approved new state posts to focus on agriculture projects. Janklow and his wife, Mary Dean, have three grown children and three grandchildren.

Term expires January 2003

TEXAS



GEORGE W. BUSH (Republican), the 46th Governor of the State of Texas, shapes policy based on the principles of limited government, personal responsibility, strong families and local

control. Bush has worked in a spirit of bipartisan cooperation with members of the Texas Legislature to enact historic reforms to improve public schools, cut taxes, put welfare recipients to work, curb frivolous lawsuits, encourage new business and job growth and strengthen criminal justice laws. His first priority has consistently been the education of Texas children. He has worked with the Legislature to increase the state's share of funding for schools, to restore local control, to strengthen the state's accountability system and to give parents greater choice of schools

by fostering competition and creativity through charter schools and an expanded menu of educational opportunity. His most profound goal for Texas is that every child will learn to read by third grade and will continue to read at grade level or better throughout public school. George W. Bush was born July 6, 1946 and grew up in Midland and Houston, Texas. He received a bachelor's degree from Yale University and an MBA from Harvard Business School. He served as an F-102 pilot for the Texas Air National Guard. He founded an oil and gas exploration company in Midland and worked in the energy business from 1975 until 1986, then moved to Washington to help in his father's presidential campaign. He assembled the group of partners that purchased the Texas Rangers baseball franchise in 1989 and that later built the Rangers' new home, the Ballpark at Arlington. He served as managing general partner of the Texas Rangers until he was elected Governor on November 8, 1994, with 53.5 percent of the vote. He was re-elected Governor November 3, 1998 with 69 percent of the vote and became the first Texas Governor ever elected to back to back four-year terms. Governor Bush and his wife, Laura, a former teacher and librarian who grew up in Midland, reside in the historic Governor's Mansion in Austin with their 18-year-old twin daughters, Barbara and Jenna, their dog, Spot, and their cats, India and Ernie. Governor Bush is a member of the Methodist church and has served on the boards of various charitable, business and civic organizations.

Term expires January 2003

UTAH



MICHAEL O. LEAVITT

(Republican) the 14th governor of Utah, has led the state through an era of change and unparalleled prosperity. Elected in 1992 and re-elected in 1996 with the largest vote

total in state history, Leavitt has carried out a vision of improvement and innovation while positioning Utah for success in a new millennium. Crime is down and student achievement is up. Open spaces are being preserved. Air pollution is diminishing. Highways are expanding and welfare reliance is shrinking. In two terms, the Leavitt administration has met every state challenge while reducing property tax rates and cutting sales and income taxes. Under Leavitt, Utah has been named the "best-managed state" in America, the "best place to locate a business" and host of the 2002 Winter Olympics. Governor Leavitt's leadership extends beyond the state's borders as well. He is chairman of the National Governors' Association and a leading national voice on issues ranging from welfare reform and federal-state relations to e-commerce and balanced environmental management. Born on February 11, 1951, in Cedar City, Utah, Leavitt graduated with a bachelor's degree in economics and business from Southern Utah University and married Jacalyn Smith. The governor and first lady are the parents of five children. After earning his degree, Leavitt joined the Leavitt Group, a regional insurance firm. He eventually became president and chief executive officer of the company, establishing it as one of the top insurance brokers in America. He also served as an outside director of two large

public corporations and was a member of the Utah State Board of Regents, overseeing the state's nine colleges and universities. Leavitt was successful in his first bid for public office, winning the governorship with 42% of the vote in a three-way race in 1992. He won re-election in 1996 with a record 74% of the popular vote. At his first inauguration, Leavitt pledged to take the state to a "whole new level of performance." In the course of two terms, his vision of performance has become reality. The average elementary class size in Utah is down by four students, while teacher salaries are up — all part of a 56% increase in overall spending for education in the Leavitt years. Leavitt education initiatives include the state's first charter schools, stricter graduation requirements and measures to guarantee reading proficiency, improve the education environment and bring technology to every classroom. One in every four jobs that now exist in Utah was created on the Leavitt watch. Utah's traditional dependence on the defense industry has given way to diversification and an influx of high-tech industries. Household incomes are rising and unemployment is at an all-time low. Welfare reliance has fallen by half. Forty-thousand Utahns who previously had no health care insurance now have it as a result of Leavitt's Healthprint program launched in 1994. Highways in Utah are being rebuilt and repaired at an unprecedented rate, including the largest design-build highway project in American history, a \$1.6 billion total reconstruction of Interstate 15 through Salt Lake County. Leavitt is a founder of Western Governor's University and creator of the Enlibra environmental management philosophy. He negotiated the school trust lands swap with the federal government that secured millions of dollars for Utah school children; and he designed the "digital state" initiative that will deliver high-speed Internet access statewide and guarantee Utah's place in a global economy. The governor has received numerous awards and honors and has been called on regularly by the president and congressional leaders to resolve federal issues that directly affect the states.

Term expires January 2001

WASHINGTON



GARY LOCKE

(Democrat) was elected Washington's 21st Governor on Nov. 5, 1996, making him the first Chinese-American Governor in U.S. history. As Governor, he has

worked to make Washington public schools the best in the nation, promote jobs and economic development in rural and urban areas, and fight juvenile crime. Born into an immigrant family on January 21, 1950, Governor Locke grew up in Seattle. Through a combination of part-time jobs, financial aid, and scholarships, he attended Yale University, where he received his bachelor's degree in 1972. After earning a law degree from Boston University in 1975, he worked for several years as a deputy prosecutor in King County. In 1982, Governor Locke was elected to the Washington State House of Representatives, where he served on the Judiciary and Appropriations Committees, with his final five years as chairman of the Appropriations Committee. In 1993, Locke was elected chief executive of King County. During his term, he cut the budget, established a program to reward county departments for saving money, and developed a nationally acclaimed growth management plan. As Governor, Locke has worked to make Washington a better place to live, work, and raise a family. Believing that education is the great equalizer, he has made it his top priority. He has proposed college scholarships for high school students who meet tough state standards, and he wants to require those seeking teacher certificates to pass a state test. He has pushed to hire more teachers to reduce class size and, in 1998, he co-founded the Washington Reading Corps to help students learn to read. Later that year, his Youth Safety Summit brought together educators, community leaders, students, and law enforcement to begin addressing school violence. In 1997, Locke signed into law a landmark welfare reform bill that puts work first and has reduced the number of families

on welfare by almost a third. He helped roll back business and occupation taxes for businesses, and in 1999 refunded \$200 million in taxes from the injured workers fund. He has also put forward a Rural Economic Development proposal to help rural economies grow by making vital funds available for infrastructure development and work force training. Locke proposed a transportation plan in 1998 that provides strategic solutions for congested traffic corridors in urban areas, focusing on basics such as maintenance and highway improvements. His Offender Accountability Act will give authorities the resources to adequately supervise felons after they have served their time. The Governor and his wife, Mona Lee Locke, a former reporter for KING 5 television in Seattle, were married on October 15, 1994. They are the parents of Emily Nicole, born on March 9, 1997, and Dylan James, born on March 13, 1999.

Term expires January 2001

WYOMING



JIM GERINGER

(Republican) was born in Wheatland, Wyoming and raised on the family farm. He graduated from Wheatland High School, and he received a bachelor's degree in mechanical

engineering from Kansas State University in 1967. That same year he married Sherri (Slentz) and was commissioned as an officer in the United States Air Force, assigned to space development programs in California. He participated in the development of a variety of Air Force and NASA space boosters, including launches of reconnaissance satellites, the NASA Viking Mars Lander, an upper stage booster for the space shuttle, and the Global Positioning Satellite System. Geringer also served as chief of computer programming for early warning satellites. He was elected to the Wyoming House of Representatives in 1982 and served until

1988, when he was elected to the Wyoming State Senate. He served there until he was elected in 1994 as Wyoming's first Republican Governor in 20 years. Geringer was re-elected in 1998 for a second term. Governor Geringer has focused on local communities as central to each government service or action, with the state providing resources and support for locally driven programs. Education has been a continuing priority, and the Governor has pushed for higher standards, proper assessment of achievement, and effective use of technology for basic and distance learning. His commitment to education reform has brought about tough standards and true accountability, while preserving local control. As part of his ongoing commitment to education, the Governor serves as chair of the fifty-state Education Commission of the States. Governor Geringer has advocated economic growth through the Wyoming Business Council, with the underpinning of the state's economy as a combination of traditional business and diversification through new business. He believes improvement will come through a blend of Western frontier and futuristic technology, all powered by the pioneer spirit of hospitality and free enterprise. The Governor is the past chair of the Western Governors' Association and the Interstate Oil and Gas Compact Commission.

Term expires January 2003

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ACKNOWLEDGMENTS

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

Chevron Corporation
Commission for Environmental Cooperation
Compaq Computer Corporation
Environmental Systems Research Institute
Federal Emergency Management Agency
Federal Geographic Data Committee
General Services Administration, Office of Electronic Commerce, Card Technology Division
National Aeronautics and Space Administration
National Library of Medicine
National Mining Association
Pasteur, Merieux, Connaught
Phillips Petroleum Company
The Charles Stewart Mott Foundation
The David and Lucile Packard Foundation
The Ford Foundation
The Kerr Center for Sustainable Agriculture
The National Fish and Wildlife Foundation
The William and Flora Hewlett Foundation
Trimble
U.S. Customs Service
U.S. Department of Agriculture, Food and Nutrition Service
U.S. Department of Agriculture, U.S. Forest Service
U.S. Department of Agriculture, Natural Resources Conservation Service
U.S. Department of Energy, Environmental Management, Carlsbad Area Office, Office of Science and Technology, National Transportation Program
U.S. Department of Health and Human Services, Health Resources & Services Administration, Bureau of Maternal and Child Health, Administration for Children and Families, Head Start Bureau
U.S. Department of the Interior, Bureau of Land Management, Bureau of Reclamation, Fish and Wildlife Service
U.S. Environmental Protection Agency, Office of Air & Radiation, Region IX; Office of Water
U.S. Immigration and Naturalization Service

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

WGA would like to recognize for their guidance the staff who serve on various task forces, working groups, and advisory committees. The following advisors and consultants are recognized for going out of their way to be of assistance to WGA:

Barry Aarons-Phoenix, Arizona
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 Victor Hugo Paramo-Institute of National Ecology, Mexico
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 Albert Peterlin-U.S. Department of Agriculture Chief Meteorologist
 Max Peterson-International Association of Fish and Wildlife Agencies
 Mike Pfeifer-Nevada Governor's Office
 Wayne Phillips-Hubble, Ridgeway & Phillips
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 Nancy Pindus-The Urban Institute
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 Bob Ramirez-Salt River Pima - Maricopa Indian Community
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 Scott Rehms-The David & Lucile Packard Foundation
 Roy Reichenbach-Wyoming Department of Agriculture
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 Milt Russon-PacificCorp
 Dean Saito-California Air Resources Board
 Duane Sammons-Idaho State Police
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 Richard Swedberg-U.S. Department of Transportation
 Stan Sylva-U.S. Forest Service
 Mark Sysima-Portland State University
 Thomas G. Tait-Nevada Commission on Tourism
 Gary Taylor-International Association of Fish & Wildlife Agencies
 Kathy Tees-Arizona Governor's Office
 Lynn Terry-California Air Resources Board
 Pete Test-Oregon Farm Bureau Federation
 Doug Thiede-Wyoming Office of Rural Health
 John Toliver-U.S. Department of Agriculture Forest Service
 Pflar Tomas-State of Nuevo Leon
 Rick Tomlinson-Interstate Technology & Regulatory Cooperation Work Group
 Gov. Lloyd Tortalita-Pueblo of Acoma
 Kathleen Trever-State of Idaho
 Dr. Ines R. Triay-Manager, Department of Energy, Carlsbad Area Office
 Gene Trobia-Arizona State Cartographer's Office, Arizona State Land Department
 Allan Turner-Colorado State Patrol
 Robert Turner-National Audubon Society
 Alex Tuyahov-National Aeronautics and Space Administration
 Cathy Tyson-New Mexico Environment Department
 Lt. Governor Fran Ulmer-Alaska
 Colin Voigt-Bureau of Land Management
 Rebecca Walker-M/K Westinghouse, WIPP
 William A. Wallace-CH2M Hill
 C. Booth Wallentine-Utah Farm Bureau Federation
 James Walsh-Coppersmith & Gordon
 Noreen Walsh-U.S. Fish & Wildlife Service
 Lisa Warnecke-GeoManagement Associates
 Bob Waters-Center for Telemedicine Law
 Jim Weaver-Weaver Ranch
 Thomas Webb-U.S. Environmental Protection Agency
 Lydia Wegman-U.S. Environmental Protection Agency
 Ray Weidenhaft-Wyoming State Forestry Division
 Chris Wentz-New Mexico Department of Energy, Minerals & Natural Resources
 Dennis Wheeler-Coeur (The Precious Metals Co.)
 Brian Whitley-Lewan & Associates
 Pamela Wilcox-Nevada Division of State Lands
 Robert Wilkinson-Earth Island Institute
 J. Terry Williams-WGA Health Passport Project Manager
 Mona Williams-U.S. Department of Energy, National Transportation Program
 Dayle Williamson-Nebraska Natural Resource Commission
 Greg Wolfe-Oregon Governor's Office
 Carter Wood-North Dakota Governor's Office
 Nancy Wrona-Arizona Department of Environmental Quality
 Bill Yellowtail-U.S. Environmental Protection Agency, Region VIII
 Chris Zabawa-U.S. Environmental Protection Agency
 Marty Zeller-Conservation Partners
 Al Zemsky-U.S. Environmental Protection Agency, Region IX
 Amy Zimpfer-U.S. Environmental Protection Agency, Region IX

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses and income. The document provides a detailed list of items that should be tracked, such as inventory levels, accounts payable, and accounts receivable. It also outlines the procedures for recording these transactions, including the use of double-entry bookkeeping to ensure that the books balance.

The second part of the document focuses on the analysis of the financial data. It explains how to calculate key financial ratios and metrics, such as the gross profit margin, operating profit margin, and return on investment. These metrics are used to evaluate the company's performance and identify areas for improvement. The document also discusses the importance of comparing the company's performance to industry benchmarks and providing a clear explanation of any variances.

The final part of the document covers the preparation of financial statements. It provides a step-by-step guide to creating the income statement, balance sheet, and cash flow statement. It also discusses the importance of auditing the financial statements to ensure their accuracy and reliability. The document concludes with a summary of the key findings and recommendations for the company's future financial management.



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