

Western Governors' Association
Annual Report
2002

AN
ENERGIZED
WEST

Annual Meeting • Phoenix, Arizona • June 23-25, 2002



Message from the Chairman

Dear Friends of the Western Governors' Association:

When I began my chairmanship of the Western Governors' Association in August of 2001, I laid out an ambitious strategy to move our region forward on a number of fronts. Less than one month later, our Nation and our region were reeling from the grief and repercussions of the national tragedy that resulted from the terrorist acts on September 11th. While we all still cope with the after effects, we have regrouped and become even more determined to make our communities safer, our economy stronger, our energy future more secure and our forests more resilient to catastrophic wildfires. We truly are an Energized West.

Last year we witnessed how connected we are as a region when electricity shortages and rising energy prices hit many of our states. Though the shortages abated, we did not relegate the issue to the back burner. Instead, we continue to work diligently with our private partners, the Administration and Congress to ensure we will have reliable supplies of energy as our economy recovers. We have developed a process to expedite the siting and permitting of needed transmission lines and investigated how they can be financed. We have also begun to work with Mexico and Canada to meet the future energy needs of North America.

We have made significant strides in our efforts to improve the health of our forests and rangelands to prevent catastrophic wildfires and to improve our suppression efforts. Building on the fine work begun last year by Governor Dirk Kempthorne and Governor John Kitzhaber, we brought together all interested parties to negotiate a 10-year implementation plan for restoring and protecting our wildlands. It is an historic agreement between the states and the Secretaries of Agriculture and Interior that will involve local communities in prioritizing and deciding what activities are required.

Another highlight of the year was convening our second Environmental Summit on the West in conjunction with the White House Council on Environmental Quality. We met over two days with people in our region who are charting new paths toward improving our environment. Through the use of the Enlibra principles for environmental management, we are spreading the word about these success stories. These stories are proving that economic progress and progressive environmental approaches can be mutually beneficial, not mutually exclusive.

It has been an honor to serve as Chairman of WGA this past year. I want to thank my colleagues for all their hard work in these difficult times. It is because of all of the Governors working together in a bipartisan fashion that we have made such incredible progress this year.

Sincerely,

A handwritten signature in black ink that reads "Jane Dee Hull". The signature is written in a cursive, flowing style.

Jane Dee Hull
Governor of Arizona
Chairman, WGA

2001-2002 Board of Directors

Governor Jane Dee Hull, Arizona
Chairman

Governor Judy Martz, Montana
Vice Chairman

Governor Tony Knowles, Alaska
Governor Tauese P. Sunia,
American Samoa

Governor Gray Davis, California

Governor Bill Owens, Colorado

Governor Carl T.C. Gutierrez, Guam

Governor Benjamin J. Cayetano, Hawaii

Governor Dirk Kempthorne, Idaho

Governor Bill Graves, Kansas

Governor Mike Johanns, Nebraska

Governor Kenny C. Guinn, Nevada

Governor Gary E. Johnson, New Mexico

Governor John Hoeven, North Dakota

Governor Juan N. Babauta,
Northern Mariana Islands

Governor John Kitzhaber, Oregon

Governor William J. Janklow, South Dakota

Governor Rick Perry, Texas

Governor Michael O. Leavitt, Utah

Governor Gary Locke, Washington

Governor Jim Geringer, Wyoming

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

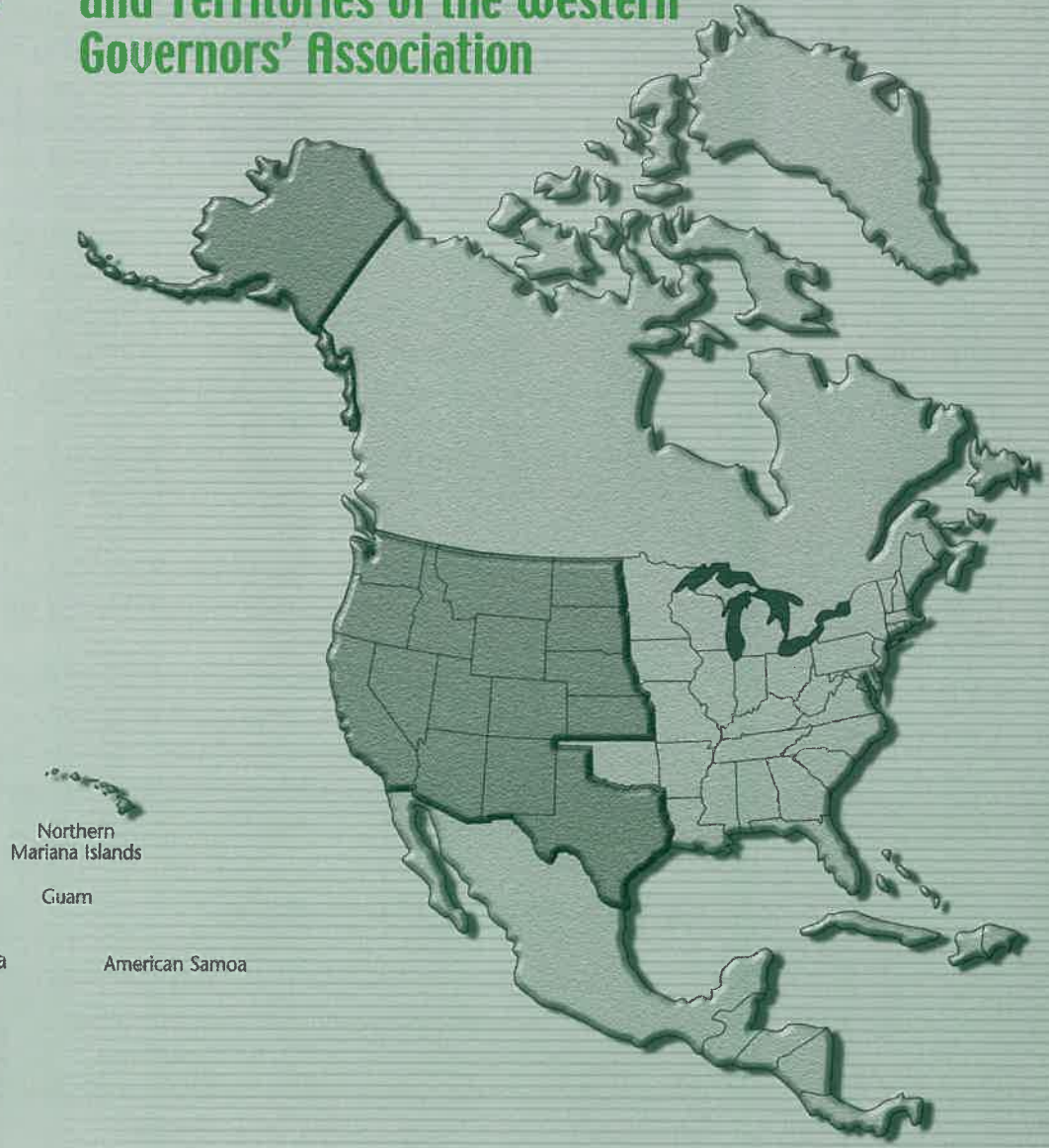


Table of Contents

Message from the Chairman	Inside Front Cover
Board of Directors	1
About the Western Governors' Association	2
2002 Year in Review	3-15
Finances	16
Western Governors' Bio Sketches	17-22
Acknowledgments	23-24
Western Governors' Association Staff Council	Inside Back Cover
Western Governors' Association Staff	Inside Back Cover

About the Western Governors' Association

Established in 1984, the Western Governors' Association is an independent, nonpartisan organization of Governors representing 18 Western states, and three U.S.-flag Pacific islands. 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's strategic agenda includes:

- Strengthening State and Federal Energy Policy and Systems
- Restoring and Maintaining Healthy Fire-prone Ecosystems in the West
- Creating More Workable Environmental and Natural Resource Management Systems
- Strengthening Agriculture, Land Stewardship
- Improving the Social and Economic Fabric of the West

The Governors serve as WGA's Board of Directors. 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 provides assistance in these activities.

During the Annual Meeting, the board elects a chairman, approves a work plan and budget for the upcoming year and adopts policy resolutions that guide the work of the Association. 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. Staff Council members are listed on the inside of the back cover.

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.

In February 2002, Western Governors, corporate leaders and the Western Governors University joined together under the leadership of the Foundation to create its latest initiative – the Teachers' Legacy Scholarships. This initiative will enhance the participating states' teaching force by funding scholarships for K-12 teachers and prospective teachers who wish to obtain teacher certification or pursue an advanced degree in Learning Technology, Math, Science, Reading, and English as a Second Language (ESL).

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 recipient of the 2001-02 Fellowship was Dia Gainor, Bureau Chief of the Idaho Emergency Medical Services Bureau. She received professional training through the Juran Institute in Canada to improve existing products, policies, and processes of the Health Division's Emergency Services Bureau.



Govs. Leavitt, Martz and Geringer announce Teachers' Legacy Scholarships at the 2002 Olympics in Salt Lake City.

Teachers' Legacy Scholarships Founding Sponsors

AOL Time Warner
American Trucking
Association
Blue Cross/Blue Shield –
Arizona
ChevronTexaco
Citrix Systems, Inc.
Duke Energy Foundation
El Paso Energy
Corporation
Farmers Insurance Group
Bill and Melinda Gates
Foundation
The McGraw-Hill
Companies
Microsoft
PacifiCorp Foundation
Sun Microsystems
Thomson Learning
3 Com

2002 Year in Review

Strengthening State and Federal Energy Policy and Systems

Western states have made major strides this past year in the region's effort to ensure reliable and affordable energy supplies. In August, the Governors reviewed a report entitled, *Conceptual Transmission Plans for the West*, which they had requested. Following that review, they directed the WGA Transmission Working Group to develop a white paper exploring transmission financing options, which was completed in February. The Governors also initiated a protocol among states for the collaborative review of proposed interstate transmission lines. The protocol is expected to be considered for action at the June 2002 Annual Meeting.

Also in August, the Governors signed a Memorandum of Understanding with five federal agencies to improve collaboration in addressing energy issues in the region and adopted an Energy Policy Roadmap resolution setting forth needed near-term and long-term energy policy actions.

Throughout the fall and winter, the Governors continued to press their agenda with Congress and the Administration. Governors Hull, Geringer and Kitzhaber have spearheaded efforts to have Congress adopt an energy bill that would: (1) delegate reliability standard setting and enforcement responsibilities to the West and authorize the formation of Regional Advisory Bodies; (2) leave transmission siting responsibilities with the states; (3) preclude federal preemption of retail electric decisions that are the traditional province of the states.

In addition, Governor Hull testified on the region's position at a September hearing on the Department of Energy's National Grid Study. Governors Hull and Locke also delivered the West's message on energy infrastructure to the Federal Energy Regulatory Commission at a meeting in November.

All those efforts paid off with a major victory in the Senate, which adopted electric reliability provisions that are in line with the Governors' position. Governor Hull called the provision "good news for consumers and for industry because it ensures the reliability of our electricity grid will be decided by regional bodies closest to those who must pay for the electricity, and those decisions cannot be dictated by any single segment of the power industry." She said the West has more than 30 years of

success in maintaining the reliability of our system, and there is no evidence supporting the notion that those decisions should be turned over to the Federal Energy Regulatory Commission – an entity thousands of miles away from the people and businesses that would be most affected.

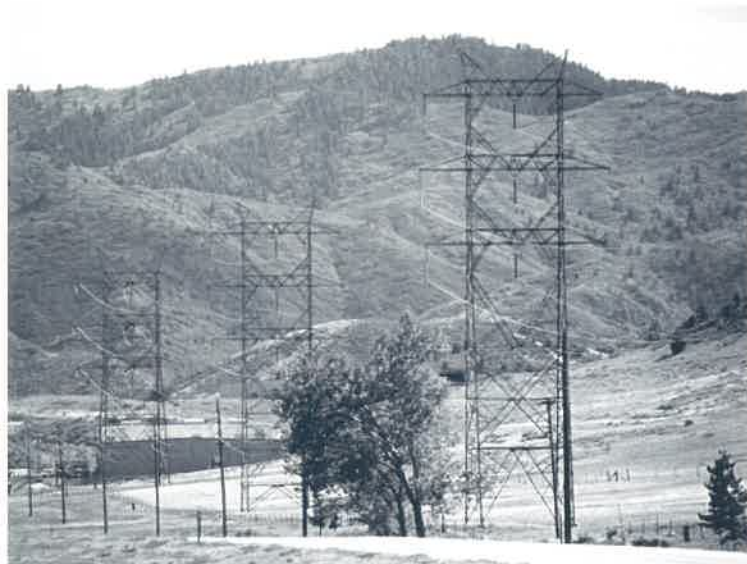
In April, another one of the Governors' objectives was achieved with the establishment of the new Western Electricity Coordinating Council (WECC). The WECC has primary responsibility for reliability standards in the Western Interconnection.

WGA and state representatives view concentrating solar power technology at a workshop with the solar industry.



Reports, Position Papers and Resolutions

- *Financing Electricity Transmission Expansion in the West: A Report to Western Governors (2002)*
- *Conceptual Plans for Electricity Transmission in the West (2001)*
- *Implementation of Effective Energy Policy (2001)*
- *Legislation Needed to Ensure Reliability of the Electric Power System (2001)*
- *Energy Policy for the Americas (Res. 00-036)*
- *A Competitive and Reliable Western Electric Power System (Res. 00-009)*



Reports, Position Papers and Resolutions

- *A Collaborative Approach for Reducing Wildland Fire Risks to Communities and the Environment: 10-Year Comprehensive Strategy Implementation Plan (May 2002)*
- *A Collaborative Approach for Reducing Wildfire Risks to Communities and the Environment: A Ten-year Comprehensive Strategy (2001)*
- *The Catastrophic Wildfires of 2000: Collaborative Effort Key to Prevention and Improved Ecosystem Health (2001)*
- *Improving Forest Ecosystem Health on Federal Lands (Res. 99-011)*
- *Improving Forest Ecosystem Health on Federal Lands: Next Steps (Res. 00-041)*

Restoring and Maintaining Healthy Fire-prone Ecosystems in the West

Top Bush Administration officials joined Western Governors in May to endorse an historic implementation plan to aggressively manage wildland fires and reduce hazardous fuels, protect communities and restore ecosystems over the next decade.

Following discussions with Western Governors earlier this year, President Bush directed Agriculture Secretary Ann M. Veneman and Interior Secretary Gale A. Norton to join with the Governors in convening a conference with federal, state, tribal and local partners to discuss key scientific issues and successful community efforts concerning ecosystem health and management. That conference was held May 23 in Idaho City, Idaho.

Governors Kempthorne and Kitzhaber serve as co-leads on wildland fire and forest health restoration issues. Kempthorne told conference participants that the agreement "sets in motion a locally led process that preserves forests and protects communities." Kitzhaber noted that for decades, this country has suppressed wildfires that used to naturally thin forests. The unfortunate result has been to raise the potential for dangerously large and intense wildfires.

"This plan guides our restoration and fuel reduction efforts in ways that make our forests and rangelands more resilient to fire," Kitzhaber said. "The plan will not only make our forests and rangelands healthier, but also increase the safety of our communities and cause less danger to our firefighters."

This plan is a follow-up to the 10-Year Comprehensive Strategy, which was signed by the Governors and Secretaries last August. The goals of both documents are to promote community assistance, reduce hazardous fuels, and maintain and restore fire-adapted ecosystems.

The implementation plan provides the tools to deliver national goals at the local level in an ecologically, socially, and economically appropriate manner. Local managers will work with states, tribes, local governments and citizens to plan the location of fuels reduction treatments and restoration projects in previously burned areas as well as maintenance of healthy acres.

The new plan contains a performance-based framework to achieve its goals and includes key benchmarks to track progress over time. The implementation plan was developed during a series of meetings facilitated by WGA and the federal agencies. Those meetings included a geographically diverse group of people, representing all levels of government, tribal interests, conservation and commodity groups, and community-based restoration groups. Among the participants were representatives of the National Association of State Foresters, National Association of Counties and the Intertribal Timber Council. WGA will have a continued role in monitoring the implementation of the plan for the Governors and in facilitating continued stakeholder participation in the national level of the collaborative structure.

The U.S. Forest Service has provided financial support for these efforts.



Western Governors and Secretaries view treated forest at May Conference.

Creating More Workable Environmental and Natural Resource Management Systems



Fred Krupp of Environmental Defense addresses Summit

Western Governors have long supported and employed management systems that allow the public to meet environmental objectives in innovative, more cost effective ways. Such systems focus on results rather than rigid, bureaucratic processes; emphasize the power of market incentives without defeating the enormous gains achieved; and solve problems through the involvement and cooperation of all affected groups – regulators, businesses, tribal governments, landowners and the general public.

This way of doing business is based on what are known as the Enlibra principles for environmental management. Enlibra is gaining ground, and to help expand use of the principles nationwide, WGA and the White House Council on Environmental Quality co-sponsored the Environmental Summit on the West II in April 2002.

During the two-day meeting, nearly 500 participants learned how industry, community-based groups and governmental entities are successfully using the Enlibra principles. They also developed recommendations for policy-makers on a diverse set of issues. Among the topics they reported on were conserving open lands, reducing wildfire risks and restoring forest ecosystem health, improving air quality, conserving species while assisting landowners, and expanding the use of renewable energy.

Governor Hull, WGA Chairman, said the Summit would help “build an understanding on a wide range of issues, resulting in environmental progress that meets the needs of our citizens while protecting our remarkable natural resources.” Governors Leavitt and Kitzhaber are WGA’s leads for Enlibra. They were joined at the meeting by Governors Martz and Geringer.

“Enlibra is not a process. Enlibra is a philosophy,” Leavitt said. “Our goals should be to double our environmental progress at half the cost. Our economic survival rests on that progress.”

Kitzhaber said use of the Enlibra principles by communities, watersheds and regional organizations is growing. “It is an expression of sustainability of our environmental, economic and social resources in a way and at a rate for people to meet their needs of today without compromising future generations,” Kitzhaber said.

Keynote speakers at the event included CEQ Chairman Jim Connaughton, Governor Hull and Secretary Norton view Poster Session at Environmental Summit

Secretary of the Interior Gale Norton; Fred Krupp, Executive Director of

Environmental Defense; and Environmental Protection Agency Administrator Christie Whitman.

Recommendations from the Summit are available on the WGA Web site at <http://www.westgov.org/wga/initiatives/enlibra/>. WGA’s Enlibra Advisory Committee played a key role in helping put together the Summit. Support for the Summit and WGA’s Enlibra effort is provided by the William and Flora Hewlett Foundation and the Environmental Protection Agency, Region IX.

Principles for Environmental Management in the West

- National Standards, Neighborhood Solutions — Assign Responsibilities at the Right Level
- Collaboration, Not Polarization — Use Collaborative Processes to Break Down Barriers and Find Solutions
- Reward Results, Not Programs — Move to a Performance-Based System
- Science for Facts, Process for Priorities — Separate Subjective Choices from Objective Data Gathering
- Markets Before Mandates — Replace Command and Control with Economic Incentives
- Change a Heart, Change a Nation — Environmental Understanding is Crucial
- Recognition of Costs and Benefits — Make Sure Environmental Decisions are Fully Informed
- Solutions Transcend Political Boundaries — Use Appropriate Geographic Boundaries for Environmental Problems

(Resolution 99-013)



Reports, Position Papers and Resolutions

- *Protecting Air Quality through Improved Air Quality Management* (2001)
- *Annex to the Report of the Grand Canyon Visibility Transport Commission to the U.S. Environmental Protection Agency* (2000)
- *Regional Haze* (Res. 00-015)
- *Addressing Border Congestion to Improve the Environment and Commerce* (Res. 99-007)
- *Air Quality Reform and Flexibility – Western Air Quality Initiative* (Res. 99-012)

WRAP posters are displayed at the Western regional conference of the National Association of Counties in May. The WRAP's outreach program informs interested groups about its work.

Western Regional Air Partnership

Through the leadership of Western Governors, the Western Regional Air Partnership (WRAP) is spearheading the charge to improve air quality in the West. The WRAP brings together Western states, tribes, and federal agencies – along with business, industry, and environmental interests – to protect air quality in the West's National Parks and wilderness areas which are cherished by visitors from around the world.

Under the co-chairmanship of Gov. Leavitt and Gov. Cyrus Chino of the Pueblo of Acoma, the WRAP made great progress in 2001-2002. This spring the U.S. Environmental Protection Agency proposed a revision to its Regional Haze Rule incorporating the WRAP's voluntary program to reduce sulfur dioxide emissions from large industrial sources. EPA Administrator Christie Whitman made the announcement during WGA's Environmental Summit on the West II.

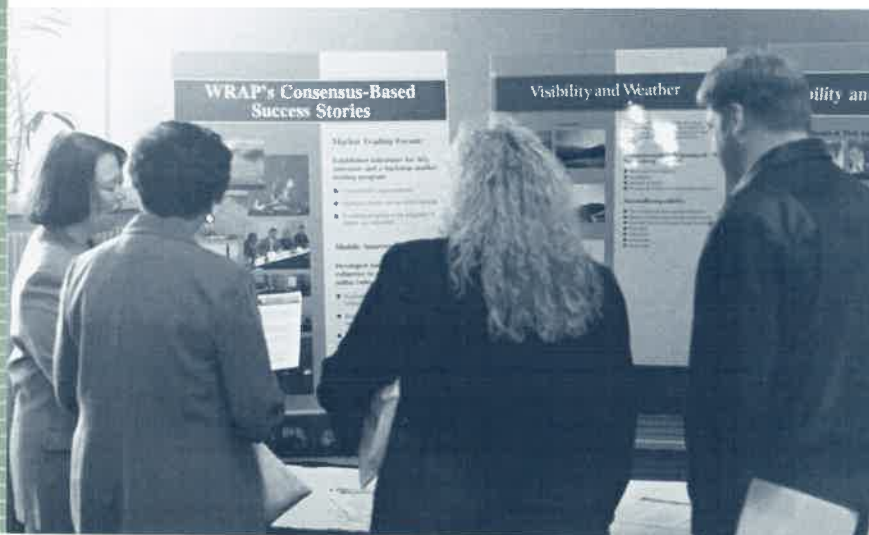
"I believe this plan represents the best of what partnership is all about. It relies on local solutions to local problems. It represents a true partnership among stakeholders. It focuses on results, giving those who need to meet those results the flexibility they need. And it ensures accountability, so that the word 'flexibility' isn't just a code word for 'loophole,'" Whitman told nearly 500 Summit participants.

The WRAP program ensures environmental progress while providing regulated sources with the flexibility needed to achieve the reductions in the most cost-effective manner possible. Governor Leavitt said the WRAP "is using a stakeholder-based, collaborative process to develop market-based incentives to improve air quality. This plan for reducing sulfur dioxide emissions is a real success story and an example for all those who are seeking to make environmental progress using the Enlibra principles." Final approval of the program is expected by the end of the year.

Other policies being developed through the WRAP address expanding the use of renewable energy and energy efficiency in the West and finding practical approaches for reducing the air quality impact of prescribed burning on agricultural and wildland.

The WRAP is also developing state-of-the-art technical tools needed by Western states and tribes that are preparing visibility plans for submittal to the EPA by the end of next year. This effort includes the first-ever Western regional emissions inventory and an air quality modeling program being conducted by the University of California at Riverside.

In the coming year, the WRAP will refine its technical analysis of the haze problem in the West and finalize a number of programs to improve visibility in our treasured parks and wilderness areas.



EPA Administrator Christie Whitman praises WRAP's proposal to reduce SO₂ emissions.

All interested parties are encouraged to participate in the WRAP (more at www.wrapair.org). The WRAP speakers' bureau is available to provide presentations about regional haze and the work of the WRAP. The WRAP is supported financially by grants from the EPA.

Water Policy

Current water supplies are already strained by competing demands for water to maintain and expand economic vitality and increased population growth; to support wildlife, including threatened and endangered species; and to meet requirements for water quality. Droughts further compound these competing demands and have major impacts on our quality of life, particularly in the West. The WGA water program is intended to provide a state-based, strategic approach to Western water policy.

Drought

Records indicate that drought occurs somewhere in the West almost every year. However, it is multi-year drought events that are of the greatest concern to planners, natural resource managers and government policy makers. During recent droughts, states often have been frustrated in their attempts to provide drought assistance to their citizens. At the federal level, droughts have historically been treated as unique, separate events even though there have been frequent, significant droughts of national consequences over the years. Actions have been taken mainly through special legislation and ad hoc action measures rather than through a systematic and permanent process, as occurs with other natural disasters. Frequently, funding to assist states with related impacts has been unavailable or not provided in a timely manner.

To better coordinate and integrate federal and state programs for drought, WGA's lead Governors for drought, Judy Martz of Montana and Gary Johnson of New Mexico, have worked with Senate and House leaders in developing the "National Drought Preparedness Act of 2002." The bill would move the country away from the costly, ad-hoc, response-oriented approach to drought, and toward a pro-active, preparedness approach. The new national policy would provide the tools and focus, similar to the Stafford Act, for federal, state, tribal and local governments to address the diverse impacts and costs caused by drought.

Support for this program is provided by the U.S. Environmental Protection Agency's Office of Water.

Total Maximum Daily Load

The Clean Water Act requires states to identify and list lakes, rivers and streams that do not meet water quality standards and establish a total maximum daily load (TMDL) for each non-attainment pollutant. This includes non-point source pollutants, at a level necessary to ensure that applicable water quality standards can be obtained.

Many Western lakes, rivers and streams listed for TMDL development cross state borders, which requires coordination strategies among adjoining states, tribes, Environmental Protection Agency regional offices, federal land management agencies, and affected stakeholders. However, states have been frustrated with the lack of practical models upon which they can draw. During the past year, WGA undertook a pilot program to assist in the development of tools and guidelines for coordinating interstate watersheds. The TMDL coordination effort selected was the Columbia and Snake River mainstems for temperature and total dissolved gas. The result of the WGA effort is posted on the WGA Web site. Support for this program is provided by the U.S. EPA's Office of Water.

Reports, Position Papers and Resolutions

- *Regarding Future Management of Drought in the United States* (Memorandum of Understanding; 2000)
- *Western Drought Experience: The Western Drought Coordination Council's Report to the National Drought Policy Commission* (1999)
- *Drought Response Action Plan* (1996)
- *Future Management of Drought* (Res. 99-018)
- *Interstate Coordinator of State Watershed Plans to Implement Total Maximum Daily Loads Under the Clean Water Act* (Res. 99-002)
- *Negotiated Indian Water Rights Settlements* (Res. 98-029)

Reports, Position Papers and Resolutions

- U.S. Department of Energy Waste Isolation Pilot Plant (WIPP) and TRU Waste (Res. 00-016)
- Transportation of Spent Nuclear Fuel and High-Level Radioactive Waste (Res. 99-014)
- Transportation of Low-Level Radioactive Waste Over Hoover Dam (Res. 99-006)

Indian Water Rights

The Western Governors' Association, along with the Western Regional Council, the Native American Rights Fund, and the Western States Water Council, participate in the Ad Hoc Group on Indian Water Rights. This group has consistently supported the negotiated settlement of Indian land and water right disputes and believes funding will be a barrier, unless the budgetary process is changed.

Currently, funding for these settlements must be offset by a corresponding reduction in some other discretionary component of the Interior Department's budget. When funding occurs only at the expense of some other program, it is difficult to negotiate settlements.

The Ad Hoc Group briefed members of Congress and the new Administration on the issue and possible funding solutions. WGA and the Ad Hoc Group have advocated a bill sponsored by Senator Pete Domenici of New Mexico that would provide a budgetary mechanism to ensure that funds will be available to fulfill the federal government's responsibilities to negotiated Indian land and water settlements. The bill would adjust the discretionary spending limits for an appropriation that funds federal commitments made in previously authorized Indian water or land settlements. Governors Hull and Kitzhaber, co-leads for this initiative, have written Congress urging the bill's passage.



Nuclear Waste Transportation

Eleven Western states work through the WGA regional radioactive waste transportation planning process to plan and prepare for shipments of radioactive, transuranic waste to the Waste Isolation Pilot Plant (WIPP) in southeastern New Mexico. This cooperative program is supported by the U.S. Department of Energy, Carlsbad Field Office, which is responsible for all WIPP shipments. Since March 1999, more than 750 shipments have been successfully completed without a significant incident. Shipments have been primarily from the Rocky Flats Ecological Test Site in Colorado, and the Idaho National Engineering and Environmental Laboratory (INEEL) in Idaho.

In 2002, the Western States focused on updating the WIPP Transportation Safety Program

Implementation Guide based on accumulated shipping experience. WGA is also developing safety protocols for the future shipment of transuranic waste by railroad. The U.S. Department of Energy, through a Memorandum of Agreement with the Western Governors has agreed to use the protocols in conducting its transuranic shipments to WIPP. DOE also incorporated the WGA protocols in its own Department shipping

Emergency workers participate in a WIPP-related training exercise in Odessa, Texas.



guidance and expanded them to address other radioactive waste shipments.

In addition to the WIPP shipments, DOE made a shipment of foreign research reactor spent nuclear fuel from Savannah River Site to INEEL. DOE followed the transportation and security plans developed through the regional planning process. Similar protocols were developed for a shipment from the West Valley Demonstration Site in New York. The West Valley shipment was postponed following the September 11 attack and has not been rescheduled. DOE has agreed not to conduct any spent fuel shipments through the West until there is agreement by the Western States that the appropriate security and operating procedures are in place.

Governors Kempthorne and Guinn are co-leads for WGA's radioactive waste transportation program and Governor Johnson is the co-lead for issues related to WIPP. The program is supported with funding from DOE.

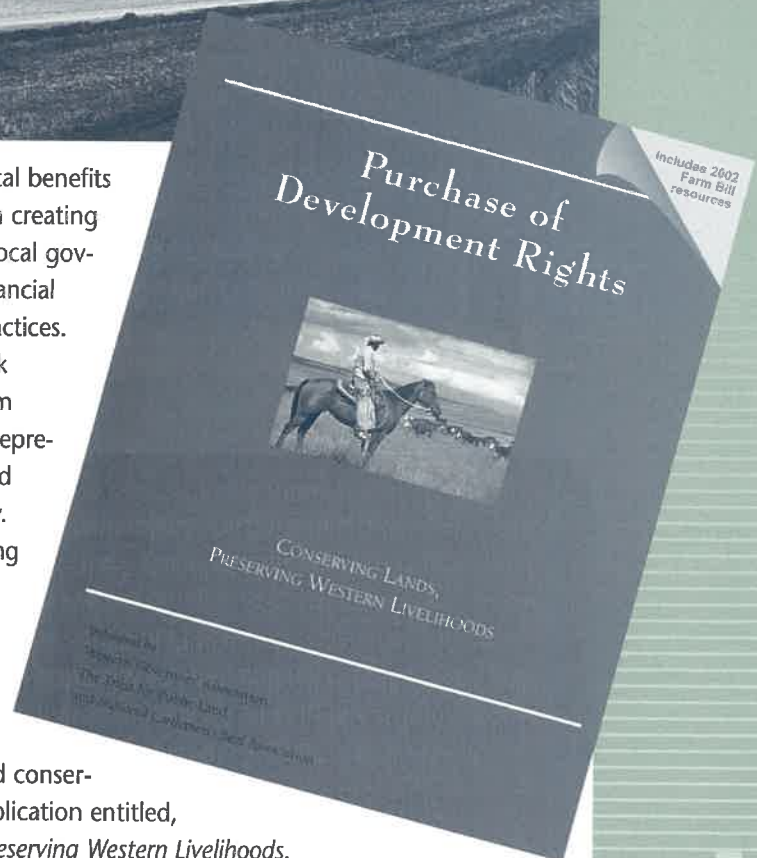
Strengthening Agriculture, Land Stewardship

Farm Bill Reauthorization: New Approaches, Flexibility for Western Agriculture

One of the top legislative priorities for the Western Governors during the 107th Congress was passage of the 2002 Farm Bill. A working group established at the request of Governor Johanns, WGA lead for this issue, examined how the Farm Bill could better support willing landowners to maintain economically viable operations, while improving the environmental benefits that our country seeks. The work group focused on creating opportunities for conservation by giving state and local governments greater flexibility, innovative tools and financial resources to implement agricultural conservation practices.

Many of the measures identified by WGA's work group were included in the new Farm Bill – the Farm Security and Rural Investment Act of 2002 – which represents the single most significant commitment toward conservation on private lands in the Nation's history. The legislation responds to a broad range of emerging natural resource challenges faced by farmers and ranchers, who will have an opportunity to benefit from a portfolio of voluntary assistance, including cost-share, land rental incentive payments and technical assistance.

Information on some of the Farm Bill's new land conservation resources is included in an updated WGA publication entitled, *Purchase of Development Rights: Conserving Lands, Preserving Western Livelihoods*. Published by WGA, The Trust for Public Lands, and the National Cattlemen's Beef Association, the report also provides innovative examples of how private landowners are using Purchase of Development Rights as a voluntary, market-based tool to preserve working landscapes.



Reports, Position Papers and Resolutions

- *Purchase of Development Rights: Conserving Lands, Preserving Western Livelihoods* (2001– Updated in June 2002 to include Farm Bill resources for PDR)
- *Ranch Conversations: A Blueprint for Conserving Species and Rural Lifestyles* (2001)
- *Farm Bill Reauthorization: New Approaches, Flexibility Needed for Western Agriculture* (2001)

By increasing funding for PDR, the federal government is effectively leveraging state, local, and private funding to protect the land base for agriculture and forestry. For example, federal funds can be used to pay for 50 percent of the cost of a permanent conservation easement on a working ranch or farm, while the remaining half of the purchase price comes from the county, land trust or other non-federal sources.

PDR allows a willing landowner to sell the development rights, but retain title to the land for farming and ranching. The long-term responsibility for working and managing the land remains with the landowner. In addition to receiving direct cash payments for the development rights, farmers and ranchers benefit from reduced property taxes. States, counties and local communities also benefit from these transactions, because they can ensure that many working landscapes are not lost to development, and that the agricultural way of life is maintained.

As Congress works to implement the 2002 Farm Bill over the next year, WGA will continue to explore new opportunities for the farming and ranching communities to remain a valued and viable part of our Western communities.

Prairie States Regional Center for Rural Entrepreneurial Leadership A National Demonstration Model for Rural Economic Recovery



Prairie States Regional Center for Rural Entrepreneurial Leadership

This past year the Western Governors' Association was awarded a grant from the Commerce Department's Economic Development Administration to develop a Prairie States Regional Center for Rural Entrepreneurial Leadership. The center supports the conservation, development and utilization of natural resources to improve the general level of economic activity and to enhance the environment and standard of living in portions of Colorado, Kansas, Oklahoma and Texas.

The Center's activities are governed by a partnership that includes WGA and representatives of three regional organizations that share an advocacy for regional, area and community development.

The organizations are: Comanche Pool Prairie Resource Foundation, High Plains Resource Conservation District, and Texas Prairie Rivers Region, Inc.

Each of these organizations is actively involved in identifying the strengths of their communities and developing innovative strategies for diversifying the area's traditional economy. Their goals are to:

- Build sustainable communities through economic development.
- Rebuild or develop community infrastructure.
- Preserve the region's resources through improved environmental management practices that are coupled with income opportunities.

The Prairie States Regional Center has several projects underway that involve agricultural biomass conversion to energy, remote site manufacturing/processing, multi-state wildlife and heritage tourism, and resource management.



To be successfully implemented, each of these projects requires region-wide planning and sufficient funding. The Economic Development Administration is providing grants to assist with planning and project implementation. The first step in the planning process is to complete an extensive inventory and analysis of community needs. Community involvement is critical to developing workable regional goals and providing a broad framework to begin planning within individual communities.

The Prairie States Regional Center and its partners are providing professional and technical support from the planning stages through the actual implementation of specific projects in participating communities and counties in the region.

Improving the Social and Economic Fabric of the West

Information Technologies

New technologies offer great promise to improve government efficiency and effectiveness. The Governors have asked WGA to manage several technology-based efforts including demonstration projects and multi-state and public-private technology coordination efforts.

Health Passport

In the largest of WGA's technology initiatives, WGA has brought together key public and private partners to pioneer a new way of delivering health-care services with the Health Passport Project. The goals are to create a more cost effective and integrated health-care system and improve public health. To achieve these goals, the project has developed and is testing the use of electronic portable health records using smart cards.

The Health Passport card is being used by individuals for portable health records, public benefit authorization and payment, and for secure internet access to personal health records. 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 and an evaluation report were completed in December 2001. Phase I tested 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 these results, Phase II will test how the Internet and secure authentication can be used to retrieve real-time patient records and to 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.



Reports, Position Papers and Resolutions

- Health Passport Project – Final Evaluation (2001)
- Western Cadastral Data and Policy Report (2001)
- Ensuring Broadband Connectivity in the West (2001)

Reports, Position Papers and Resolutions

- *Airline Industry, September 2001*
- *Governors' Letter to Congress in Support of the Air Transportation Safety and System Stabilization Act, September 2001*

Governors Geringer, Guinn and Hoeven serve as co-leads for the Health Passport Project, which is being tested in Cheyenne, Wyo.; Bismarck, N.D.; and Reno, Nev. Support is provided by federal agencies, including Medicaid; Maternal and Child Health; Women, Infants and Children; Head Start; General Services Administration; and pharmaceutical companies, including Pasteur Merieux Connaught, Pfizer, Shering-Plough, AstraZeneca, Johnson & Johnson, Merck, Glaxo-Wellcome; and the Pharmaceutical Research and Manufacturers of America.

Homeland Security Technologies

Applications of new and emerging information technologies will play an important role in protecting America and Americans at home. These include:

- identification and recognition technologies, such as biometrics and smart cards, to improve identification for drivers' licenses and passports and provide increased security for protecting access to facilities;
- new technologies to more efficiently and effectively screen vehicles and cargo entering the country; and
- remote sensing and satellite imaging technologies to better monitor and protect Western infrastructure.

Governor Hull has included homeland security technologies in the agenda for WGA's 2002 Annual Meeting. Governors will discuss these new technologies with private sector leaders, including the practical, political, and policy implications of implementing them. Based upon the Governors' discussion and deliberations, WGA will conduct follow up work in this area in the coming year.



Governors discuss homeland security at the El Paso Intelligence Center during WGA's Winter Meeting in December.

Air Service in the West

Governors Geringer, Guinn, Johanns, Hull and Owens are the WGA leads for the Western states' efforts to secure improved regional air service to small- and medium-size communities. The Western Governors continue to support full funding of the Wendell H. Ford Aviation Investment and Reform



Act for the 21st Century (AIR 21) and have asked the federal government to honor its commitments in support of the Essential Air Service Program.

Following the terrorist attacks in September, Congress passed the Air Transportation Safety and System Stabilization Act, which provided \$15 billion to assist domestic airlines recover their direct losses due to the shut down of the nation's airports. The Act also provided full funding for the Essential Air Service program. Three Western Governors sent a letter to the Western delegation and the chairman of the House and Senate transportation committees to urge the passage of the Act and to include full funding for the Essential Air Service Program. WGA has worked to ensure that the Western regional air carriers received a fair share of the assistance funding and has monitored distribution of these funds.

Highway Program Reauthorization

WGA is working cooperatively with the Western Association of State Highway Officials to define the West's position on specific federal transportation programs and initiatives to be taken up as part of Congress' debate on the reauthorization of the Transportation Equity Act for the 21st Century (TEA-21). Governors Kempthorne and Hull are the lead Governors for highway transportation issues.

WGA convened a regional meeting of state and federal transportation executives in April to discuss the West's position on the reauthorization and to begin defining positions for the Governors to consider at their June 2002 Annual Meeting. There is concurrence among Western transportation leaders that the federal highway program as established by the Interstate Transportation Efficiency Act (ISTEA) and TEA-21 generally support the West's needs. Given this agreement on overall direction, minor course corrections may be needed to ensure the Western States continue to meet their transportation needs within the available resources and to improve the environmental review and program approval processes.

Western Governors lead the national initiative to restore Revenue Aligned Budget Authority RABA funds to the FY2003 authorized levels. Due to a severe reduction in the receipts to the Highway Trust Fund in FY 2001 and over-estimated revenues from previous fiscal years, the U.S. Department of Transportation planned to drastically reduce the funds allocated to the states in FY 2003. The Western Governors have urged Congress and the Secretary of Transportation to restore these funds to at least the FY 2002 level in order to maintain stability in the highway planning, contracting and construction processes. Without this action, the program will lose nearly \$9.6 billion, a 26 percent reduction in funds.



Reports, Position Papers and Resolutions

- *Briefing Memorandum, Revenue Aligned Budget Authority (RABA) Reduction FY 2003, February, 2002*
- *Governors' Letter to Congressional Transportation Committees and the Secretaries of Transportation and Treasury, February 2001*

Reports, Position Papers and Resolutions

- U.S.-Mexico Border Environment (Res. 00-011)
- WGA Relations with the Western Premiers' Conference (Res. 99-027)
- WGA Relations with Mexico and the Border Governors' Conference (Res. 99-028)
- Addressing Border Congestion to Improve the Environment and Commerce (Res. 99-007)

Building on Relationships with Mexico and Canada

Western U.S. – Western Canada Relations

WGA has always worked closely with Western Canadian Premiers on issues of mutual concern, and the Premiers have participated in WGA's Annual Meeting for the last decade. In 2001, Western Governors invited their colleagues of the Western Premiers Conference (WPC) to WGA's Annual Meeting in Coeur d'Alene. WPC and WGA members agreed to meet once a year to discuss and share information and to develop a work plan for the coming year on mutually agreed to issues. In June of this year, Governors Tony Knowles of Alaska and Jim Geringer of Wyoming represented their colleagues at the WPC conference in Dawson City, Yukon. The members of the WPC are the Premiers of British Columbia, Alberta, Saskatchewan, Manitoba, Nunavut, the Yukon and the Northwest Territories.



Governors Jim Geringer (top left) and Tony Knowles (top right) attend the Western Premiers Conference in Dawson City, Yukon in June.

U.S.-Mexico Border Environment Dialogue

The Border Environment 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. With WGA's assistance, an ongoing forum and coordination mechanism has been established for the environment agencies of the four U.S. and six Mexican border states to communicate, exchange information and cooperate on border environment issues and programs. Chihuahua will host the annual Ten State Retreat for environment directors in September 2002. These efforts are closely coordinated with the Border Governors' Conference (BGC), held annually by the 10 U.S.-Mexico border Governors. This coordination has allowed the environment leaders to have an effective voice in the Border Governors' agenda and policy positions, including the most recent BGC that will take place

prior to the WGA Annual Meeting in Phoenix in June 2002. The U.S. Environmental Protection Agency provides funding for these efforts.



Mexico Air Pollutant Emissions Inventory

WGA is working in partnership with U.S. states and Mexico to develop a comprehensive inventory of air pollutant emissions. This three-year effort, begun in August 2001, will result in the first complete national inventory for Mexico. For Mexico, the information contained in the inventory will provide a technical basis for identifying effective control strategies to protect the health of the Mexican people. For the United States, having a comprehensive inventory will provide data essential to the accurate characterization of air quality and visibility problems here.

At the same time that the inventory is being developed, WGA is helping to build the technical skills of Mexican air quality staff people so that it will be possible to keep the inventory accurate and current well into the future. The present focus is on completing the inventory for the six northern Mexican states by April 2003, and finishing the rest of the country by June 2004.

U.S.-Mexico Border Energy

WGA is working with U.S. and Mexican states to achieve energy savings and environmental benefits along the border. Growth in the border region has been substantial during the past decade, and is expected to continue to increase five to eight percent annually. This steady growth has also led to significant increases in energy demand. While some of the new demand can be met through the development of new energy supplies, an important component of any plan will be the promotion and use of energy efficiency equipment.

Toward that end, WGA has developed a bilingual Web site at www.borderenergy.org to help businesses, manufacturing plants and individuals on both sides of the border identify ways to improve energy savings, calculate the potential long-term monetary benefit from energy savings devices, find the right products and consultants to get the job done, and explore financing programs. While the Web site provides substantial information on products and vendors, and has numerous resource links, it also provides pertinent case studies to help point businesses and consumers along the border in the right direction.

One of the major outcomes of the site is to create a knowledge-sharing community where people motivated to explore the potential of energy efficiency can connect with those who are willing to share their knowledge and experience. The information on and participation in the Web site has grown substantially during its first six months of operation, and is expected to continue to do so during the next year.

Reports, position papers and resolutions mentioned in the "Year in Review 2002" are available on the Western Governors' Association Web site at www.westgov.org. Resolutions adopted at the 2002 Annual Meeting in June, which are not listed in this report, are also available on the Web. For those without access to the Internet, a copy may be obtained by contacting WGA at (303) 623-9378.



Photo Credits

Page 2
Marlo Hedengren

Bottom Page 3
Kathy Walker
Counterpoint Design

Page 4
Kari K. Brown

Top Page 5
Photo courtesy Holcim
(US) Inc.

Top Page 6
Photo courtesy Holcim
(US) Inc.

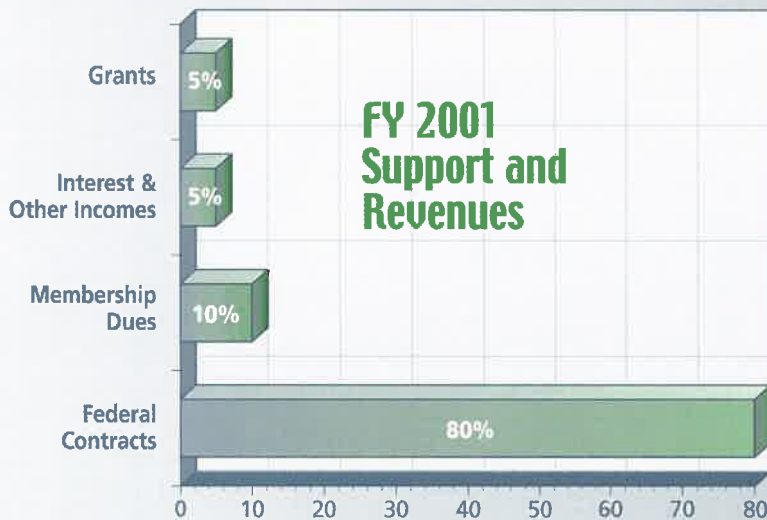
Bottom Page 6
Pat Murdo

Page 8 (emergency workers)
Photo courtesy U.S.
Department of Energy

Page 13
Gregg Gargan, Colorado
Department of Transportation

Page 14
Robin Armour, Yukon
Territorial Government

Finances

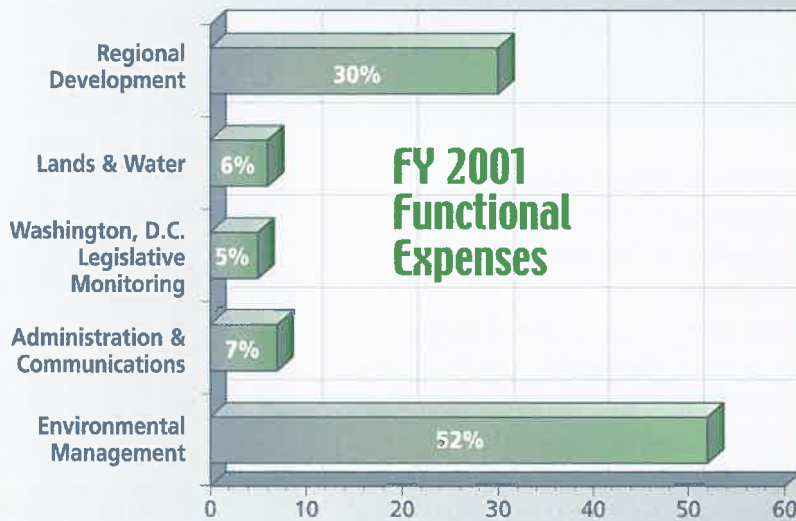


WGA's income is derived from dues from member states, grants and contracts, contributions, interest and other miscellaneous income. Member dues for fiscal year 2001 were \$36,000 per state and \$6,000 per territory/commonwealth.

During the fiscal year ended June 30, 2001, WGA's income totaled \$6,510,342. Approximately 80 percent of this amount was received from federal agencies for various projects.

Statement of Activities for the Year Ended June 30, 2001

Membership Dues	\$ 630,000
Federal Contracts	5,220,504
Grants	334,873
Meetings & Conferences	280,354
Interest Income	<u>44,611</u>
Total Support and Revenues	\$ <u>6,510,342</u>



Functional Expenses

Environmental Management	\$ 3,428,087
Regional Development	1,958,234
Lands and Water	400,657
Washington, D.C. Legislative Monitoring	307,370
Administration and Communications	<u>442,666</u>
Total Functional Expenses	\$ <u>6,537,014</u>
Excess (Deficiency) of Support and Revenues Over Expenses	(26,672)
Fund Balances, Beginning of Year	<u>1,294,158</u>
Fund Balances End of Year	\$ <u><u>1,267,486</u></u>

Excerpted from the audit report of JDS Professional Group, Certified Public Accountants, Consultants, and Advisors

Governors' Bio Sketches

Alaska



TONY KNOWLES was born in Tulsa, Oklahoma. He enlisted in the U.S. Army in 1962 and served in the 82nd Airborne Division. He volunteered to serve in Vietnam from 1964 to 1965. Knowles earned a bachelor's degree in economics from Yale University in 1968 and moved to Alaska later that year. He served on the Anchorage Assembly from 1975 to 1979 before being elected mayor of Alaska's largest city, a position he held from 1981 to 1987. Knowles served on the North Pacific Fishery

Management Council from 1988 to 1989. He was first elected Governor in 1994 and re-elected in 1998. He is a past chair of the Western Governors' Association (1998) and the Interstate Oil and Gas Compact Commission (1999-2001). Knowles currently serves as a member of the Pew Oceans Commission.

Birth Date: January 1, 1943
Family: Married; three children
Spouse: Susan
Religion: Non-denominational
Party: Democrat
Re-elected: 1998
Term Expires: December 2002

American Samoa



TAUESE P. SUNIA was born in Fagatogo, American Samoa. He earned his bachelor's degree in history and political science from the Kearney State Teachers College, his master's degree in education administration from the University of Hawaii, and a doctorate of humane letters from Golden Gate University. Governor Sunia spent many years in education as a teacher, administrator, college vice president, and state superintendent. He also practiced law and served as president of the American

Samoa Bar Association. He was first elected governor in 1996 and re-elected in 2000.

Birth Date: August 29, 1941
Family: Married; ten children, eleven grandchildren
Spouse: Fagaoalii
Religion: Christian
Congregationalist
Party: Democrat
Re-elected: 2000
Term Expires: January 2005

Arizona



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, where she served as

speaker from 1989 to 1992, the first woman to hold that position in Arizona. She served as secretary of state from 1993-1997 and became Governor in 1997. Governor Hull is Chairman of the Western Governors' Association, the first woman to serve in that capacity.

Birth Date: August 8, 1935
Family: Married; four children, eight grandchildren
Spouse: Terrance
Religion: Catholic
Party: Republican
Elected: 1998
Term Expires: January 2003

California



GRAY DAVIS was born in the Bronx, New York. He moved to California at age eleven and attended public, private, and parochial schools. 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. Davis served as chief of staff to Governor Edmund G. Brown, Jr. from 1975 to 1981. He also chaired the California Council on Criminal Justice from 1975 to 1976. From 1982 to 1986, Davis represented Los Angeles County in the State Assembly. He was elected State Controller in 1986 and served as the state's chief fiscal officer for eight years, before being elected Lieutenant Governor in 1994.

Birth Date: December 26, 1942
Family: Married
Spouse: Sharon
Religion: Catholic
Party: Democrat
Elected: 1998
Term Expires: January 2003

Colorado



BILL OWENS worked in the private sector for 20 years before his election as State Treasurer in 1994 and then as Governor in 1998. He graduated from Stephen F. Austin State University with a bachelor of science degree and received a fellowship from the Lyndon B. Johnson School of Public Affairs at the University of Texas, where he earned his master's degree. Owens also served three terms in the Colorado House of Representatives, from 1983 to 1989, and two terms in the State Senate, from 1989 to 1994. While in the Senate, he served as Chairman of the State Affairs Committee and was a member of both the Education and Finance Committees.

Birth Date: October 22, 1950
Family: Married; three children
Religion: Catholic
Spouse: Frances
Party: Republican
Elected: 1998
Term Expires: January 2003

Guam



CARL T.C. GUTIERREZ was born in Agana Heights, Guam, and is a 1960 graduate of South San Francisco High School. He was first elected to public office in 1972, serving in the Guam State Senate from 1973 to 1986, including two terms as speaker. Gutierrez was re-elected to the senate in 1989, where he served until he was elected Governor in 1994. In addition to his total of nine terms in the senate, Gutierrez has served as president of the Constitutional Convention and the Association of Pacific Island Legislatures. He is the recipient of an honorary doctorate of humanities from the World Academy of Arts and Sciences in Taiwan and an honorary doctorate of law degree from the University of Guam.

Birth Date: October 15, 1941
Family: Married; three children
Spouse: Geraldine
Religion: Catholic
Party: Democrat
Elected: 1998
Term Expires: January 2003

Hawaii



BENJAMIN J. CAYETANO was born in Honolulu, Hawaii. He received a bachelor's degree in political science from UCLA in 1968 and a law degree from Loyola Law School in 1971. In 1998 he received an honorary doctor of public service degree from Loyola Marymount University. Cayetano was awarded an honorary doctor of laws degree from the University of the Philippines as the first Filipino-American Governor in the United States. He served in the Hawaii House of Representatives from 1975 to 1978, in the Hawaii State Senate from 1979 to 1986, and as lieutenant Governor from 1986 to 1994. He was first elected Governor in 1994 and re-elected in 1998. Cayetano is a former chairman of the Western Governors' Association (2000).

Birth Date: November 14, 1939
Family: Married; five children, one grandchild
Spouse: Vicky
Religion: Christian
Party: Democrat
Re-elected: 1998
Term Expires: December 2002

Idaho



DIRK KEMPTHORNE was born in San Diego, California. He attended the University of Idaho, earning a bachelor's degree in political science in 1975. Kempthorne was elected mayor of Boise, Idaho, in 1984 and served in that capacity for seven years. He was elected to the U.S. Senate in November 1992. Kempthorne served on the Environment and Public Works Committee, where he chaired the Drinking Water, Fisheries, and Wildlife Subcommittee. He also served on the Armed

Services Committee, chairing the Military Personnel Subcommittee, and the Small Business Committee. Governor Kempthorne is a former chairman of the Western Governors' Association (2001), president of the Council of State Governments and a member of the executive committees of the National Governors Association and Republican Governors' Association.

Birth Date: October 29, 1951
Family: Married; two children
Spouse: Patricia
Religion: Methodist
Party: Republican
Elected: 1998
Term Expires: January 2003

Kansas



BILL GRAVES was born in Salina, Kansas. He received a bachelor's degree from Kansas Wesleyan College in 1975 and studied business administration at the University of Kansas from 1978 to 1979. He was appointed assistant secretary of state of Kansas in 1985, elected secretary of state in 1986, and re-elected in 1990. Graves was elected Governor in 1994 and re-elected in 1998.

Birth Date: January 9, 1953
Family: Married; one child
Spouse: Linda
Religion: United Methodist
Party: Republican
Re-elected: 1998
Term Expires: January 2003

Montana



JUDY MARTZ was born on July 28, 1943, in Big Timber, Montana. Since 1973, she and her husband have owned and operated Martz Disposal Service, a successful commercial solid waste firm in Butte. She served as president of the Butte Chamber of Commerce in the early 1990s and served on the board of the St. James Community Hospital from 1992 to 1998. Martz served as field representative for Senator Conrad Burns, a position she held until she joined Governor Marc

Racicot in his re-election bid in 1996 as his Lieutenant Governor. Martz was elected Montana's first female Lieutenant Governor and then elected its first female Governor in November 2000. She serves as Vice Chairman of the Western Governors' Association.

Birth Date: July 28, 1943
Family: married; two children
Spouse: Harry
Party: Republican
Elected: 2000
Term Expires: January 2005

Nebraska



MIKE JOHANNS, born in Osage, Iowa, received a bachelor's degree from St. Mary's College in 1971 and a juris doctorate from Creighton University in 1974. He served as a judicial law clerk for one year before joining the law firm of Cronin and Hannon in O'Neill, Nebraska. Johanns moved to Lincoln in 1976 and became a partner in the firm of Nelson, Johanns, Morris, Holdemann, and Titus. He was first elected to office in 1982, as a member of the Lancaster County Board of

Commissioners. In 1989, he was elected to the Lincoln City Council as an at-large member. He was elected mayor of Lincoln in 1991 and re-elected in 1995 with no opposition. Johanns was elected Governor in 1998.

Birth Date: June 18, 1950
Family: Married, two children
Spouse: Stephanie
Religion: Catholic
Party: Republican
Elected: 1998
Term Expires: January 2003

Nevada



KENNY C. GUINN was born in Garland, Arkansas and grew up in Exeter, California. He earned undergraduate and graduate degrees in physical education from Fresno State University in 1959 and 1965, respectively, and a doctorate in education from Utah State University in 1970. In 1964, Guinn went to work for the Clark County School District as a planning specialist. Within five years, he was named superintendent of schools in Clark County and served in that position until 1978. At that time he was hired as administrative vice president for Nevada Savings and Loan in Las Vegas, which later became PriMerit Bank, and in 1987 he was appointed chairman of the board of directors. Soon thereafter, Guinn was recruited to the energy business as president of Southwest Gas Corporation, eventually becoming chairman of the board of directors in 1993. In 1995, he served as interim President at the University of Nevada, Las Vegas, where he donated his salary to student scholarships. He continued working in the private sector until running successfully for Governor in 1998.

Birth Date: August 24, 1936
Family: Married, two children, six grandchildren
Spouse: Dema
Religion: Non-denominational Christian
Party: Republican
Elected: 1998
Term Expires: January 2003

New Mexico



GARY E. JOHNSON was born in Minot, North Dakota. He received a bachelor's degree in political science from the University of New Mexico in 1975. In 1976, he and his wife, Dee, founded Big J Enterprises, a commercial and industrial construction company still operating in New Mexico. He worked in the private sector until running for Governor in 1994. Johnson was re-elected in 1998. An accomplished triathlete, he has enjoyed promoting physical fitness while in office and was the first Governor to compete in the Ironman in Hawaii.

Birth Date: January 1, 1953
Family: Married; two children
Spouse: Dee
Religion: Lutheran
Party: Republican
Re-elected: 1998
Term Expires: January 2003

North Dakota



JOHN HOEVEN was born in Bismarck, North Dakota. He earned a bachelor's degree from Dartmouth College in 1979 and a master's degree in business administration from Northwestern University in 1981. He served as executive vice president for First Western Bank in Minot from 1986 to 1993 and established a strong position of service in many civic, community and economic development activities. From 1993-2000 he served as president and CEO of Bank of North Dakota. Governor Hoeven chairs the National Governors Association's Committee on Natural Resources, and serves as Vice Chairman of the Interstate Oil and Gas Compact Commission and the Governors Ethanol Coalition.

Birth Date: March 13, 1957
Family: Married, two children
Spouse: Mical (Mikey)
Religion: Catholic
Party: Republican
Elected: 2000
Term Expires: December 2004

Northern Mariana Islands



JUAN N. BABAUTA was born September 7, 1953 in the village of Tanapag on Saipan, Northern Mariana Islands. He earned a master's degree in health planning/administration from the University of Cincinnati and a bachelor's degree in political science and master's degree in political science and American history from Eastern New Mexico University. He served as executive director of the commonwealth Health Planning and Development agency from 1979 to 1986.

Babauta served as a senator in the Northern Mariana Islands Legislature from 1986 to 1990. He was elected to serve three terms as the commonwealth's Resident Representative to the United States from 1990 to 2002.

Birth Date: September 7, 1953
Family: Married
Spouse: Dianna
Religion: Catholic
Party: Republican
Elected: 2001
Term Expires: January 2006

Oregon



JOHN A. KITZHABER, M.D., was born in Colfax, Washington. He received a bachelor's degree from Dartmouth College in 1969 and a medical degree from the University of Oregon Medical School in 1973. Kitzhaber's political career includes service in the Oregon House of Representatives from 1979 to 1981 and in the Oregon State Senate from 1981 to 1993. He served as president of the senate from 1985 to 1993. Kitzhaber was first inaugurated as Governor in January 1995 and

was re-elected on November 3, 1998.

Birth Date: March 5, 1947
Family: Married, one child
Spouse: Sharon
Religion: Non-denominational
Party: Democrat
Re-elected: 1998
Term Expires: January 2003

South Dakota



WILLIAM J. JANKLOW was born in Chicago. After serving in the U.S. Marine Corps from 1956 to 1959, he received a bachelor's degree from the University of South Dakota in 1964 and a law degree from the University of South Dakota Law School in 1966. Janklow served as state attorney general from 1975 to 1979 and served two terms as Governor, from 1979 to 1987. He then returned to private practice until his re-election as Governor in November 1994. Governor Janklow was

re-elected, once again, in November 1998, becoming the first South Dakota Governor to be elected four times.

Birth Date: September 13, 1939
Family: Married; three children, four grandchildren
Spouse: Mary Dean
Religion: Lutheran
Party: Republican
Re-elected: 1998
Term Expires: January 2003

Texas



RICK PERRY was born in West Texas in 1950, the fifth generation of a farming and ranching family. He attended Texas A&M University, earning a degree in animal science in 1972. Following graduation, he served five years in the United States Air Force, flying C-130 tactical airlift aircraft in the U.S., Europe and the Middle East. Governor Perry was elected to the Texas House of Representatives from a rural, West Texas district in 1985. In 1991, he began to serve the first of two

terms as Texas Commissioner of Agriculture. He was elected Lieutenant Governor in 1998, and was sworn in as Governor of Texas in December 2000, following the election of former Governor George W. Bush as President.

Birth Date: March 4, 1950
Family: Married, two children
Spouse: Anita
Religion: Methodist
Party: Republican
Term Expires: January 2003

Utah



MICHAEL O. LEAVITT was born and raised in Cedar City, Utah. He earned a bachelor's degree in business and economics from Southern Utah University in 1978. He is past president and chief executive officer of a large regional insurance firm. His public service included serving as a member of the Utah State Board of Regents, overseeing the state's nine colleges and universities. In his first bid for elective office, Leavitt was elected Governor in 1992. He was re-elected in 1996 and, again, in 2000. Governor Leavitt is a past chair of the Western Governors' Association (1995) and National Governors Association (1999-2000).

Birth Date: February 11, 1951
Family: Married; five children
Spouse: Jacalyn
Religion: The Church of Jesus Christ of Latter Day Saints
Party: Republican
Re-elected: 2000
Term Expires: January 2005

Washington



GARY LOCKE was born in Seattle and lived his first six years in Yesler Terrace, a public housing project for families of World War II veterans. He received his undergraduate degree in political science from Yale University in 1972 and his law degree from Boston University in 1975. After graduation, Locke worked as a King County deputy prosecuting attorney. Locke served in the Washington House of Representatives from 1983 to 1994, with his final five years as chairman of the House Appropriations Committee. In 1993, he was elected chief executive of King County, the state's largest county. He was elected Governor in 1996 and re-elected in 2000.

Birth Date: January 21, 1950
Family: Married; two children
Spouse: Mona
Religion: Protestant
Party: Democrat
Re-elected: 2000
Term Expires: January 2005

Wyoming



JIM GERINGER was born in Wheatland, Wyoming and raised on the family farm. He received a bachelor's degree in mechanical engineering from Kansas State University and was on active duty with the U.S. Air Force from 1967 to 1977. In 1979 he went into farming and cattle feeding full time in rural Wyoming. He was elected to the Wyoming House of Representatives in 1983 and had served for six years when he was elected to the Wyoming State Senate. He was first elected Governor in 1994 and re-elected in 1998. Geringer is a past chairman of the Western Governors' Association (1999).

Birth Date: April 24, 1944
Family: Married; five children, seven grandchildren
Spouse: Sherri
Religion: Lutheran
Party: Republican
Re-elected: 1998
Term Expires: January 2003

Acknowledgments

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

Federal Emergency Management Agency
General Services Administration, Office of Electronic Card Technology Division
National Aeronautics and Space Administration
National Library of Medicine
Pasteur, Merieux, Connaught
The William and Flora Hewlett Foundation
The John D. & Catherine T. MacArthur Foundation
U.S. Department of Agriculture, Food and Nutrition Service
U.S. Department of Agriculture, U.S. Forest Service
U.S. Department of Commerce, Economic Development Administration
U.S. Department of Energy, Environmental Management, Carlsbad Field Office; and 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; Centers for Medicare and Medicaid Services
U.S. Department of the Interior, Bureau of Land Management
U.S. Department of Justice, Bureau of Justice Assistance
U.S. Environmental Protection Agency, Office of Air and Radiation, Region VI; Region IX; Office of Water; Office of International Activities; Office of Air Quality Planning and Standards

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 W.G.A.:

Barry Aarons – Phoenix, Arizona
The Honorable Spencer Abraham – Secretary of Energy
Ahmad Al-Daouk – U.S. Department of Energy, West Valley Demonstration Project
Jim Bill Anderson – Canadian River Cattle Company
Veronica Angulo – White House Task Force on Project Streamlining
Greg Aplet – The Wilderness Society
Trish Aspland – USDA Forest Service
Dwight Atkinson – U.S. Environmental Protection Agency
William Auberle – Northern Arizona University
Rich Baker – Arizona Radiation Regulatory Agency
Ruben Barrales – The White House
Senator Max Baucus – State of Montana
Gary Beach – Wyoming Department of Environmental Quality
Paul Beddoe – National Association of Counties
Craig Bell – Western States Water Council
Enoch Bell – USDA Forest Service, Pacific Southwest Experiment Station
Doug Benevento – Colorado Department of Public Health & Environment
Karen Bennett – National Mining Association
Colin Berg – Oklahoma Department of Wildlife Conservation
Harold Bergman – University of Wyoming
Roberta Bishop – Bismarck Health Passport Manager
Louis Blumberg – California Department of Forestry
Diana Borja – Texas Natural Resources Conservation Commission

Hap Boyd – GE Wind
Don Brady – U.S. Environmental Protection Agency
Rosalind Brannigan – Drug Strategies
Alex Brennan – PacifiCorp
Miike Brophy – Ryley, Carlock & Applewhite
John Bunyak – National Park Service
Jeff Burks – Utah Office of Energy & Resource Planning
Chuck Burley – American Forest Resource Council
Barbara Byron – California Energy Commission
Rick Cables – USDA Forest Service
Jason Campbell – Public Lands Council
Bob Card – U.S. Department of Energy
Curtis Carleton – Federal Emergency Management Agency
Chris Carlson – Policy Consensus Initiative
David Carlson – Colorado Department of Agriculture
John Carr – PacifiCorp
Margaret Catlin – Colorado Department of Transportation
Bill Chamberlain – California Energy Commission
James Chavis II – Bureau of Justice Assistance
Gov. Cyrus Chino – Pueblo of Acoma
David Christopherson – Province of Saskatchewan
Gedi Cibas – New Mexico Environment Department
Bill Clark – Department of Energy, Savannah River
Dan Clark – Wyoming Department of Environmental Quality
Anne deLain W. Clark – New Mexico Energy, Minerals and Natural Resources Department
Kathleen Clarke – U.S. Department of the Interior
Stan Coloff – U.S. Geological Service
Jim Connaughton – President's Council on Environmental Quality
Gregg Cooke – U.S. Environmental Protection Agency, Region VI
Susan Cottingham – Reserved Water Rights Compact Commission
William Craig – Utah Department of Environment
Don Crane – Consultant
Harry Croft – USDA Forest Service
John Crouch – Hearth Products Association
Tom Curtis – American Water Works Association
Diana Daggett – Intel Corporation
Jo-Ellen Darcy – Senate Environment & Public Works Committee
Jack Davis – Pinnacle West
Jeffrey Davis – Littleton, Colorado
Ken DeCrescenzo – CALTRANS
Ane Deister – Metropolitan Water District
Colleen Delaney – Utah Department of Environmental Quality
Odon de Buen – National Commission on Energy Savings, Mexico
Frank De Sanza – U.S. Department of Energy, Nevada Test Site
Julia Doermann – Oregon Governor's Office
Senator Pete Domenici – State of New Mexico
Ira Domsy – Arizona Department of Environmental Quality
Placido Dos Santos – Arizona Department of Environmental Quality
Sleeter Dover – Wyoming Department of Transportation
Karl Dreher – Idaho Water Resources
Patty Dubar – U.S. Department of Energy, Environmental Management
Michael Dues – The University of Arizona
Art DuFault – Utah Division of Forestry
Walter Dunn – USDA Forest Service
John Echohawk – Native American Rights Fund
Judy Edwards – Utah Department of Health
John Ehrmann – Meridian Institute
Sandra Ely – New Mexico Air Quality Bureau
Maia Enzer – Sustainable Northwest
John Erickson – Nebraska Governor's Office
Mathea Falco – Drug Strategies

Remelle Farrar – Texas Prairie Rivers
Adrian Fernandez – National Ecological Institute, Mexico
Hank Fischer – Fischer Outdoor Discoveries
Michael Fischer – The William & Flora Hewlett Foundation
Greg Fitch – New Mexico Forestry Department
Bruce Flinn – Coyote Consulting
Sara Flitner – Flitner Communications
Brian Foster – Texas Natural Resource Conservation Commission
Ed Fox – Arizona Public Service Company
Roger Fragua – Council of Energy Resource Tribes
Gene Francisco – Wisconsin State Forester
Paul Frohardt – Colorado Water Quality Control Commission
Heidi Fuller – Corporate Liaison
Kay Gabriel – Weyerhaeuser Company
Mike George – Arizona Department of Environmental Quality
Wally Gibson – Northwest Power Planning Council
Andy Ginsburg – Oregon Air Quality Division
John Glenn – U.S. Bureau of Land Management
Gary Clickman – Maximus
Jimmy Glotfelty – U.S. Department of Energy
Aubrey Godwin – Arizona Radiation Regulatory Agency
Roseann Gonzales – U.S. Bureau of Reclamation
Dennis Goreham – Utah Automated Geographic Reference Center
Bill Grantham – National Tribal Environmental Council
Diane Gray – Manitoba
Mark Gray – State of Washington, Department of Natural Resources
Lee Gribovicz – Wyoming Air Quality Division
Richard Gross – Policy Consensus Initiative
Ben Grumbles – U.S. Environmental Protection Agency, Office of Water
Steve Gunderson – State of Colorado
Douglas Halliwell – Missouri Department of Conservation
Craig Halverson – State of Idaho, INEEL Oversight
Diane Hamilton – Diane Hamilton & Associates
Roger Hamilton – Oregon Governor's Office
Patrick Hanrahan – Oregon Department of Environmental Quality
John Harja – Utah Governor's Office
Stephanie Harmon – U.S. Fish & Wildlife Service
Bob Harms – North Dakota Governor's Office
Robert Harris – State Department
Tony Harris – CALTRANS
Tim Hartzell – U.S. Department of the Interior
Representative Alcee Hastings
David Hayes – U.S. Department of the Interior
Dennis Hemmer – Wyoming Department of Environmental Quality
Deanna Henry – Oregon Office of Energy
Melissa Miller Henson – California Resources Agency
Winston Hickox – California Environmental Protection Agency
James Holbrook – Callister Nebeker & McCullough
David Holm – State of Colorado
Judith Holm – U.S. Department of Energy, National Transportation Program
Jason Hopfer – Colorado Office of Policy & Initiatives
Russ Horton – Oklahoma Department of Wildlife Conservation
John Howard – Council on Environmental Quality
John Howard – National Association of Counties
Jim Hubbard – National Association of State Foresters
Jim Hull – Texas State Forester
Linda Hull – Utah Department of Transportation
Ted Humann – Basin Electric Power Cooperative
Timothy Ingalsbee – Western Fire Ecology Center
Mike Jackson – Jackson & Associates
Anne Jeffery – U.S. Department of the Interior
Jay Jensen – Western Forestry Leadership Coalition
Jim Jensen – Power Engineering, Inc.
Andrew Johnsen – Washington Governor's Office
Dan Johnson – WESTAR

Susan Johnson – USDA Forest Service
Carol Jolly – Washington Governor's Office
Bill Jones – U.S. Environmental Protection Agency
Lynn Jungwirth – Communities Committee of the 7th American Forest Congress
Lt. Steve Kalmbach – Washington State Patrol
Sandy Kaufman – Pasteur Merieux Connaught
Bill Keese – California Energy Commission
Paul Keller – USDA Forest Service
Kit Kimball – U.S. Department of the Interior
Larry Kingsland – National Library of Medicine
John Kowalczyk – Oregon Department of Environmental Quality
Julie Kresge – USDA Food and Nutrition Service
Fred Krupp – Environmental Defense
Senator Jon Kyl – State of Arizona
Pete Lahm – U.S. Department of Agriculture, Forest Service
Bill Landels – PacifiCorp
Julie Lapeyre – The White House
Doug Larson – Western Interstate Energy Board
Lyle Laverty – Colorado Department of Parks
Thomas Lawler – National Governors' Association
James Lawrence – Council of Western State Foresters
Niel Lawrence – Natural Resources Defense Council
Wayne Leipold – Phelps Dodge
Doug Lempke – Colorado Air Quality Control Commission
Debi LeVine – California ISO
Paige Lewis – National Association of State Foresters
Carl Linvill – Nevada Governor's Office
Ellen Livingston – U.S. Department of Energy
Mike Llewelyn – Oregon Department of Environmental Quality
Mike Long – Colorado Division of Mine Land Reclamation
Mike Long – State of Florida
Bob Loux – State of Nevada
Tom Lucas – Natural Resources Conservation Service
Cynthia Lummis – Treasurer, State of Wyoming
Kevin Lynch – PacifiCorp
Bill Mackie – State of New Mexico
Kelly Mader – Kennecott Energy Company
Peter Maggiore – New Mexico Environment Department
Felicia Marcus – Trust for Public Land
A. Bryce Marlatt – Field Representative, Congressman Frank D. Lucas
Ralph Marquez – Texas Natural Resource Conservation Commission
Jim Martin – Natural Resources Law Center, University of Colorado School of Law
Ricardo Martinez – California Environmental Protection Agency
Toby Martinez – New Mexico Forestry Division
Virgil Masayeva – Northern Arizona University
C.V. Mathai – Arizona Public Service Company
Nancy McCann – Wyoming Governor's Office
John McGee – Idaho Governor's Office
Steve McHugh – Senate Indian Affairs Committee
Andy McLeod – Trust for Public Land
Victor Mendez – Arizona Department of Transportation
Paul Miller – Commission for Environmental Cooperation
Richard Moore – Prong Horn Engineering, Inc.
Don Motanic – Intertribal Timber Council
Roger Mulder – Texas State Energy Conservation Office
Mike Mullin – Holcim (US) Inc.
Terry Murphy – Boeing Energy Systems
John Myles – Duke Solar
Wayne Nastri – U.S. Environmental Protection Agency
Mark Nelson – Sempra – Global
Tom Nelson – Sierra Pacific Industries
Bob Neufeld – Wyoming Refining Company
John Nielsen – Land and Water Fund
Dianne Nielson – Utah Department of Environmental Quality
Steve Niemeyer – Texas Natural Resource Conservation Commission
Ken Niles – Oregon Office of Energy
Larry Nordell – Montana Department of Environmental Quality
Secretary Gale Norton – U.S. Department of the Interior
Tom Norton – Colorado Department of Transportation
George O'Connor – Office of Congressman Larry Craig, Idaho
Dan Olson – Wyoming Department of Environmental Quality
Tim Olson – California Energy Commission
Jonathan Oppenheimer – Taxpayers for Common Sense
Beth Osborne – Southern Governors' Association
Tammy Ottmer – Colorado Dept. of Public Health & Environment
Gary Paris – Siemens
Vickie Patton – Environmental Defense
Marcus Peacock – Office of Management & Budget
Steve Pedigo – USDA Forest Service
Mary Peters – Federal Highway Administration
Marc Pitchford – Desert Research Institute
Reuben Plantic – Portland, Oregon
Bruce Polkowsky – National Park Service
Anthony Preite – U.S. Department of Commerce, E.D.A.
Marc Racicot – Bracewell & Patterson, L.L.P.
Bob Ramirez – Salt River Pima – Maricopa Indian Community
Scott Ramsey – Wyoming Emergency Management Agency
Pearlie Reed – Natural Resources Conservation Service
Representative Dennis Rehberg – State of Montana
Randi Reid – Office of Senator Enzi
Mark Rey – U.S. Department of Agriculture
Carlos Rincon – Environmental Defense
Karen Ripley – State of Washington, Department of Natural Resources
Dave Rittenhouse – USDA Forest Service
Fred Roach – Los Alamos National Laboratories
Robbie Roberts – U.S. Environmental Protection Agency
Sarah Robertson – National Interagency Fire Center
Alex Rodarte – CAL EPA
Mark Roscoe – Bureau of Justice Assistance
Terry Ross – Center for Energy & Economic Development
Kirk Rowdabaugh – Arizona State Land Department
Kathy Ruffalo – Idaho Governor's Office
Jessica Russel – Texas Prairie Rivers
Jennifer Salisbury – New Mexico
Duane Sammons – Idaho State Police
Bobby Sanchez – U.S. Department of Energy, National Transportation Program
John Sattler – U.S. Department of Energy, Fernald, Ohio
Bob Saunders – Washington Department of Ecology
John Savage – Oregon Office of Energy
Russ Scarato – Maternal and Child Health Bureau
Lynn Scarlett – U.S. Department of the Interior
Greg Schaefer – ARCH Coal, Inc.
Jacqueline Schafer – Arizona Department of Environmental Quality
Elizabeth Schneider – Southern Governors' Association
Jon Schwarz – State of Nebraska
Dennis Schwehr – WEST Associates
Mark Scruggs – National Park Service
John Seitz – U.S. Environmental Protection Agency
Barbara Selter – Maximus
Chris Shaver – National Park Service
Jill Sherman – Warme – Pechangá Tribal Environmental Resource
Arthur Silverman – Dutko Group
Julie Simpson – Nez Perce Tribe
Mark Sixel – Sixel, Boggs and Associates
David Slawson – Stirling Energy Systems
Deborah Slon – California Governor's Office
Barbara Smith – U.S. Department of Energy, CBFO
Gary Smith – International Association of Fire Chiefs
Marsha Smith – Idaho Public Utilities Commission
Ralph Smith – U.S. Department of Energy, CBFO
Steve Snezek – Montana Governor's Office
David Soileau – Texas Department of Transportation
Debbie Spagnoli – The White House
Margaret Spearman – Cheyenne, Wyoming
Rick Sprott – Utah Air Quality Division
Joe Stanko – U.S. House Commerce Committee
David Steele – SIMG/West Associates
Tom Stephens – Nevada Department of Transportation
V.A. Stephens – President's Council on Environmental Quality
Margaret Stewart – Senate Budget Committee
Sandra Straehl – Montana Department of Transportation
Michele Straube – CommUnity Resolution, Inc.
Joe Strolin – Nevada Agency for Nuclear Projects
Jack Stults – Montana Water Resources
Rhea Suh – The William and Flora Hewlett Foundation
Soll Sussman – Texas General Land Office
Charles Sutfin – U.S. Environmental Protection Agency
John Swartout – Office of Senator Allard
Darrin Swartz – Larson – U.S. Environmental Protection Agency, Region VI
Richard Swedberg – U.S. Department of Transportation, Motor Carrier Safety Administration
Jason Tell – Oregon Department of Transportation
David Temoshok – General Services Administration
Dave Tenny – U.S. Department of Agriculture
Lynn Terry – California Air Resources Board
Senator Craig Thomas – State of Wyoming
Pilar Tomas – State of Nuevo Leon
Pamela Treece – PacifiCorp
Kathleen Trever – State of Idaho, INEEL Oversight
Gene Trobias – Arizona State Cartographer's Office, Arizona State Land Department
Denny Truesdale – USDA Forest Service
Allan Turner – Colorado Department of Public Safety
Randy Tweten – National Marine Fisheries Service
Howard Useem – Senate Energy Committee
Christine Tezak Uspenski – Schwab Capital Markets
Richard Van Klaveren – USDA, Natural Resources Conservation Service
John Vandekraats – U.S. Department of Energy, Carlsbad Field Office
Secretary Ann M. Veneman – U.S. Department of Agriculture
John Vimont, NPS Air Resources Division
Brian Waidmann – U.S. Department of Interior
Rebecca Walker – Washington Group, WIPP
Celia Wallace – Office of Senator Craig Thomas
William A. Wallace – CH2M Hill
Mitch Warren – Senate EPW Committee
Lydia Wegman – U.S. Environmental Protection Agency
Tod Wells – Federal Emergency Management Agency
Chris Wentz – New Mexico Department of Energy, Minerals & Natural Resources
Ernie Wessman – PacifiCorp
Administrator Christie Whitman – U.S. Environmental Protection Agency
Don Wilhite – National Drought Mitigation Center
Robert Wilkinson – Rocky Mountain Institute
J. Terry Williams – WGA Health Passport Project Manager
Jacob Williams – Peabody Energy
Mona Williams – U.S. Department of Energy, National Nuclear Security Administration
Nancy Wrona – Arizona Department of Environmental Quality
Laura Yoshii – U.S. Environmental Protection Agency, Region IX
Kristi Young – U.S. Fish and Wildlife Service
Chris Zabawa – U.S. Environmental Protection Agency
Al Zemsky – U.S. Environmental Protection Agency, Region IX

WGA Staff Council 2000-2001

The WGA Staff Council comprises the chief of staff or top policy adviser for each Governor and meets between the Governors' annual and winter meetings 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. Representing each Governor's office are:

ALASKA

Johnny Ceffalio

AMERICAN SAMOA

Pati Faiai

ARIZONA

Scott Celley

CALIFORNIA

Deborah Slon

COLORADO

Matt Knoedler

GUAM

Mary Eva Candon

HAWAII

Brenda Lei Foster

IDAHO

Gary Smith

KANSAS

Joyce Glasscock

MONTANA

Mike Foster

NEBRASKA

Lauren Hill

NEVADA

Michael Pieper

NEW MEXICO

Dave Miller

NORTH DAKOTA

Bill Goetz

NORTHERN

MARIANA ISLANDS

Robert Schwalbach

OREGON

Steve Marks

SOUTH DAKOTA

Pam Roberts

TEXAS

Tony Gilman

UTAH

Joanne Snow Neumann

WASHINGTON

Bob Nichols

WYOMING

Art Reese

Western Governors' Association Staff

James M. Souby, *Executive Director*

Lee Alter, *Policy Analyst, Western Regional Air Partnership*

Nathan Christiansen, *WIPP Project Manager*

Patrick Cummins, *Program Manager — Western Regional Air Partnership, Air Quality Initiative, Mexico Air Quality Projects*

Karen Deike, *Director of Communications*

Carolyn Duffin, *Deputy Director Washington, D.C. Office*

Michelle Greenlee, *Administrative Secretary*

Rich Halvey, *Project Manager — Air Quality*

Deborah Kinsley, *Administrative Secretary*

Margo Ling, *Accounting and Administration*

Toni McCammon, *Office Manager/Executive Secretary*

Shaun McGrath, *Program Manager — Water Issues, Drought, Drug Policy*

Christopher McKinnon, *Program Manager — Centers for Excellence in Rural America, Health Passport Project, Mining Regulations, Technology Policy*

Tom Moore, *Technical Project Coordinator, Western Regional Air Partnership*

Kevin Moran, *Director, Washington, D.C. Office*

Kristine Newton, *Financial Manager*

Paul Orbuch, *Counsel — Lands & Water, Wildland Fire, Border Environment Dialogue, International Relations*

Mary Yelken, *Environmental Programs Advisor — Interstate Technology & Regulatory Cooperation Circuit Rider*

Loaned Executives

Randy Randall, *Natural Resources Conservation Service — Natural Resources Consultant for Open Lands and Stewardship of Natural Resources, High Plains Partnership for Species at Risk*



Western Governors' Association

1515 Cleveland Place • Suite 200

Denver, Colorado 80202

(303) 623-9378

www.westgov.org