

Western Governors' Association
2004 Annual Report

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- U.S. Department of Commerce-
National Oceanic and
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- U.S. Department of Energy,
Environmental Management;
Carlsbad Field Office, and
National Transportation
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About the Western Governors' Association

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 also acts as a center of innovation to find promising solutions for problems in the region.

The Governors serve as WGA's Board of Directors. The Board meets three times per year. 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 for 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 a top policy adviser for each Governor, reviews and guides WGA activities. Staff Council members are listed on page 24.



WESTERN
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www.westgov.org

2004 Year in Review

Strengthening State and Federal Energy Policy and Systems

North American Energy Summit

As his top priority, Gov. Bill Richardson, WGA Chairman, hosted the North American Energy Summit in April, attracting nearly 700 participants representing the private sector, non-profit groups; and state, provincial, tribal and federal officials from the U.S., Canada and Mexico.

Govs. Richardson and Arnold Schwarzenegger serve as lead governors for developing a Western clean and diversified energy strategy that will examine the actions needed to initially develop at least 30,000 MW of clean energy in the West by 2015 and to increase the efficiency of energy use by 20 percent by 2020. In achieving those goals, the strategy will recognize that existing and traditional fuels, such as coal and natural gas will continue to play an important role in meeting the energy needs of the West.

Gov. Richardson said the recommendations made and actions taken during the Summit demonstrated states, tribes and provinces are the true innovators in creating a strong, sustainable energy policy.

"We are enacting visionary new incentives for a diverse energy policy, which will reduce our dependence on foreign oil," Richardson said. "At the North American Energy Summit, we laid the foundation for greater regional cooperation toward sustainable energy policies that will reduce dependence on foreign oil and create a lot of jobs in our region."

Recommendations and action items were developed during breakout sessions in four general areas:

- Ensuring an efficient and reliable electricity system in the North American West
- Financing infrastructure development and new technologies — attracting capital, risk management and cross-border cooperation
- Developing renewable energy and increasing energy efficiency
- Seeking cooperative action on laws and policies across state, tribal and international borders
- Guiding the future of oil, natural gas, coal and nuclear energy — clean technologies, supply and demand, emission and waste strategies, carbon sequestration, gasification and transportation.

WGA's Vice Chairman, Gov. Bill Owens said, "The Summit demonstrated great cause for optimism in the West. Not only is our environment getting better all the time, but we have a region rich in resources that can meet our energy needs in an environmentally responsible manner."

A summary of recommendations from the Summit are available on the Web at: <http://www.westgov.org/wga/initiatives/energy/summit/recommendations.pdf>.



Gov. Richardson answers a reporter's question at the Energy Summit. To his left are Sen. Jeff Bingaman, Gov. Bill Owens and Patrick Wood, FERC Chairman.



Chris Devers, Chairman of the Council of Energy Resource Tribes, offered a tribal perspective at the Energy Summit.

Governors' Energy Policy Goals

Pursuant to the Governors' objective to institute pro-active transmission planning throughout the Western Interconnection:

- In October, the Seams Steering Group-Western Interconnection, issued its first interconnection-wide transmission plan, *Framework for Expansion of the Western Interconnection Transmission System*, that builds on the WGA Conceptual Plans for Electricity Transmission in the West, August 2001.
- In September 2003, Governors Freudenthal and Leavitt launched a five-state Rocky Mountain Area Transmission Study. Similar sub-regional transmission planning is underway in the California, Arizona, and Southern Nevada area; the Arizona, New Mexico, Southern California/Nevada/Utah/Colorado area; and the Northwest.
- At the September Annual Meeting in Montana, a post-meeting workshop was held, during which there were presentations and discussion on the SSG-WI interconnection-wide planning, the four sub-regional planning efforts, and a proposed transmission project from Montana to the Northwest.

Alberta Premier Klein signed an addendum to the WGA Transmission Permitting Protocol during the North American Energy Summit. The Protocol, which facilitates the collaborative reviews of proposed interstate transmission lines, has been signed by 12 Western governors and four federal agencies.



Premier Klein, Gov. Rounds and Gov. Richardson sign transmission protocol addendum.

In June, the Governors received a report and recommendations they requested on the value of a regional electricity decision-making mechanism. The report recommends enhancing the existing state/provincial regional electricity function in the Western Interconnection but not the creation of an interstate compact.

In response to provisions of the WGA Energy Policy Roadmap (03-19), efforts are underway to improve the assessment of the adequacy of the Western electricity system to meet demand, including the capability of the natural gas system to support gas-fired generation in the West. Improvements have been made in the annual electricity adequacy assessment of the Western Electricity Coordinating Council (WECC), the regional reliability organization in the Western Interconnection. The Western Interstate Energy Board's (WIEB) Committee on Regional Electric Power Cooperation, which consists of the energy agencies and public utility commissions in the states and provinces in the Western Interconnection, is working with WECC to expand the electricity adequacy assessment to examine severe weather conditions and poor water conditions for hydroelectric generation. WIEB, in conjunction with the California Energy Commission, has begun an assessment of the adequacy of natural gas supplies and infrastructure to support the Western electricity system.

Coal Bed Methane Best Management Practices



Coal bed methane (CBM) resources play an important role in meeting U.S. domestic energy needs. In 2001, 1.4 trillion cubic feet of CBM was produced in the five Rocky Mountain States of Colorado, Montana, New Mexico, Utah and Wyoming, representing eight percent of the total U.S. gas supply. The Rocky Mountain West may contain as much as 63 trillion cubic feet of natural gas from coal seams. Natural gas is used to produce 18 percent of the electricity generated domestically, and is the fastest growing use of natural gas.

While CBM is a critical component of our energy supply, the growth in CBM development in the West poses challenges for the communities in which it

occurs, including the construction of new roads, pipelines, compressors, and other facilities. Challenges also include management of water resources, waste treatment and disposal and impacts to the social fabric. One means of addressing these challenges is to coordinate and foster sharing of information that will promote the sound, efficient and environmentally appropriate development of CBM. In particular, best management practices can be shared and used to help develop this resource in an environmentally sound manner.

Based on a recommendation developed by a group of stakeholders at the WGA Enlibra Summit in 2002, the Governors adopted a policy to promote the sharing of best practices for CBM and formed an advisory committee of a broad range of stakeholders to develop a CBM Best Management Practices Handbook.

The advisory committee met twice in Denver and worked diligently to reach a consensus on best practices to recommend to the Governors. The handbook was endorsed and released by the governors at the North American Energy Summit in April 2004. It addresses four areas of management practices: planning, water, landowner relations, and infrastructure. The handbook notes that the recommendations are voluntary and that best management practices do not replace governmental requirements. The advisory committee also recommended that the handbook be updated and amended on a regular basis to reflect the outcomes of the use of the recommended practices and advances in technology and management practices that may lead to new best management practices. Finally, the Handbook is intended to be broadly applicable across geographic basins, although the decision to adopt a particular practice may be site specific.

Govs. Freudenthal and Martz are lead governors for this effort. Region VIII of the U.S. Environmental Protection Agency, the William and Flora Hewlett Foundation and the U.S. Department of the Interior, Bureau of Land Management provide funding for this effort.



Western Renewable Energy Generation Information System

Reports, Position Papers and Resolutions

- *Coal Bed Methane Best Management Practices: A Handbook (April 2004)*
- *March 27, 2003 WGA testimony to the Senate Energy and Natural Resources Committee and related pre-emption fact sheet*
- *September 17, 2002 WGA Testimony on Standard Market Design*
- *WGA Transmission Permitting Protocol*
- *WGA Energy Policy Roadmap Resolution 03-03*

The Western Renewable Energy Generation Information System (WREGIS) is a joint effort by the WGA, the California Energy Commission (CEC), and the Western Regional Air Partnership to implement an independent, voluntary, renewable energy generation database and a registry for Renewable Energy Certificates within the Western Interconnection.

Western Governors called for development of a single, independent institution in the West to issue, track and verify renewable energy generation and certificates as part of their Energy Policy Roadmap for the West. The CEC had already been directed by its legislature to develop an accounting system to verify compliance with California's renewable portfolio standard and to verify retail product claims of "green" power suppliers. Recognizing the benefit of collaboration, in July of 2003 the CEC and WGA agreed to jointly develop a single system to track and register renewable energy generation and certificates.

WGA and the CEC conducted a needs assessment survey, which asked 216 stakeholders about the design and functional capabilities that WREGIS should include, and the results were summarized for public comment and presented at six regional workshops. Committees were established of interested stakeholders to develop recommendations for the operating rules and governance structure for WREGIS. Those recommendations should be completed by July, 2004.

Based upon the stakeholder committee recommendations, WGA and the CEC will design and build a functional renewable energy tracking system and have it operational in 2005. It is important to note that WREGIS will not be a trading platform for renewable energy, certificates, or credits; WREGIS is intended to be a tracking and registry akin to a banking system that will enable the registration of generators and other account holders, the tracking of REC transfers within and out of the system, and the creation of public and private reports.

Western Regional Carbon Sequestration Partnerships

The Western Governors' Association and its affiliate, the Western Interstate Energy Board, are assisting four regional partnerships in the West bring together all interested stakeholders to identify technologies and infrastructure that have the best potential to capture and sequester carbon in economical and environmentally sound ways.

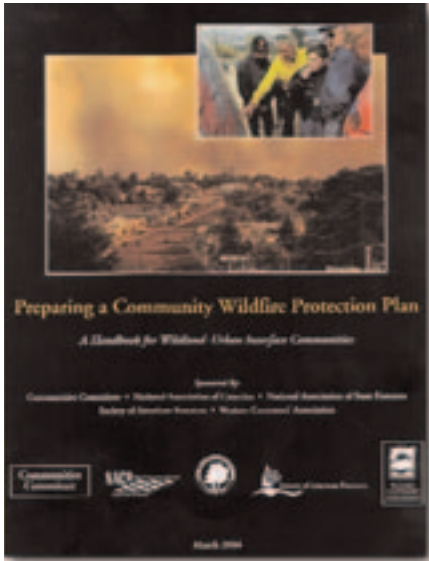
The U.S. Department of Energy is co-funding seven regional partnerships to assess CO₂ emissions and CO₂ sequestration opportunities. Based on these assessments, each partnership will develop action plans for sequestration technology validation tests. Actual validation tests may take place under a second work phase, beginning in 2006. Information from each region will go towards building a national "carbon atlas."

The four CO₂ partnerships in the West are the Blue Sky, Plains, Southwest and West Coast. The four partnerships participated in the North American Energy Summit Expo in April, reaching out to nearly 700 meeting participants. They will also provide a briefing for governors, their staff and other interested attendees at the WGA Annual Meeting in June.

Information on the project can be found on the Web at: <http://www.westgov.org/wieb/carbonseq/>.



Restore and Maintain Healthy Forests and Rangelands in the West



As WGA Chair, Gov. Bill Richardson continued previous years' emphasis to make forest health a high priority for WGA. The focus in this area for WGA has been helping to implement the governors' 10-year Comprehensive Strategy and Implementation Plan. In June 2003, WGA convened a Forest Health Summit in Missoula, MT to accelerate locally driven projects designed to restore forest health. As an outcome of the Summit, a Forest Health Advisory Council was formed and convened in March 2004. As a primary focus, the Council is examining updates necessary to the 10-year Strategy and Implementation Plan and developing action items from the

Missoula Summit recommendations.

The governors' 10-year Strategy and Implementation Plan was developed by a broad-based group of stakeholders in 2001 and 2002, respectively. The Secretaries of Agriculture and Interior, among others, joined the governors in approving the plans. The goals of the plans are to improve suppression, promote community assistance, reduce hazardous fuels, and maintain and restore fire-adapted ecosystems.

In March 2004, WGA and other groups concerned about protecting communities from catastrophic wildfires released a step-by-step handbook that guides local communities in wildfire-prone areas to better prepare for and reduce the future risks of catastrophic wildfires. The handbook, developed jointly with the Society of American Foresters, the National Association of State Foresters, the National Association of Counties, and the Communities Committee of the Seventh American Forest Congress offers a detailed description of how to create a community wildfire protection plan called for by the Healthy Forests Restoration Act of 2003 (HFRA).

The handbook, titled *Preparing a Community Wildfire Protection Plan: A Handbook for Wildland Urban Interface Communities*, identifies who should be involved in developing a plan, how to convene interested parties, what elements to consider in assessing community risks and priorities, and how to develop a mitigation or protection plan to address those risks. A community wildfire protection plan has two objectives:

- First, it identifies and prioritizes the surrounding area, including both federal and nonfederal lands, for hazardous fuels reduction treatments, as well as recommends methods for achieving hazardous fuels reductions;
- Second, the plan outlines measures for reducing fire damage to structures throughout at-risk communities. Completion of a wildland fire protection plan will give communities a priority for funding hazardous fuels reduction projects under HFRA.

Reports, Position Papers and Resolutions

- *Preparing a Community Wildfire Protection Plan – A Handbook for Wildland-Urban Interface Communities (March 2004)*
- *Memorandum of Understanding on Enhancing Cross-Border Co-Operation to Fight Wildland Fires, between the Western Premiers and the Western Governors' Association (September 14, 2003)*
- *A Collaborative Approach for Reducing Wildland Fire Risks to Communities and the Environment: 10-Year Comprehensive Strategy Implementation Plan (2002)*
- *A Collaborative Approach for Reducing Wildfire Risks to Communities and the Environment: A Ten-year Comprehensive Strategy (2001)*
- *Improving Forest and Rangeland Ecosystem Health in the West (Res. 03-18)*

The Governors continue to engage Congress as the House and Senate evaluate forest-health related legislation and programs. Gov. Martz, on behalf of the Western Governors, provided testimony to the House Government Reform Subcommittee on Energy, Policy, Natural Resources, and Regulatory Affairs in May on the effectiveness of regulatory initiatives and legislation affecting forest health projects. "We are hopeful that in utilizing these new authorities, with continued attention by Congress, continued collaboration and cooperation between federal agencies, states and local stakeholders, and with adequate funding, we will continue to make progress toward fixing this problem," Martz concluded. Congress was urged to provide the full funding necessary to implement the 10-year Strategy.

Western Governors cosponsored a bio-energy conference in Denver during January 2004, to encourage regional efforts to develop biomass resources, such as wood thinned from forests, and at the same time revitalize rural economies. WGA teamed up with the National Association of Counties and the U.S. Departments of the Interior, Agriculture and Energy to co-host the Healthy Landscapes and Thriving Communities: Bio-energy and Wood Products Conference. Participants heard from both policy and technical experts and participated in regional workshops to build partnerships. WGA is also a participating member of the multiyear program of the National Biomass Regional and State Partnership. The goal of the Partnership is to facilitate the increased use of bioenergy and biobased products through coordinated federal, regional, and state outreach education and technical assistance programs.

The Premiers of the Western Canadian provinces and the Governors of Western States and Territories in September 2003, signed a cooperative agreement that will enhance cross-border cooperation to fight wildland fires. Governors and Premiers agreed that the challenging forest conditions of recent years highlight the need for efficient sharing and coordination of fire fighting resources, joint training and prompt initial response.

Governors Kempthorne and Napolitano serve as Lead Governors on Forest Health and the U.S. Forest Service, the Department of the Interior and the Department of Energy provided financial support for this effort.

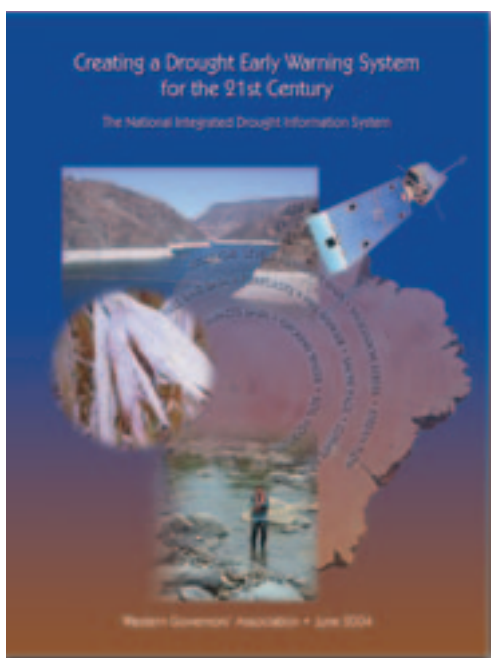


Wilderness Ranch photo courtesy of the Boise National Forest.

Creating More Workable Environmental and Natural Resource Management Systems

The Western Governors' Association has long supported and encouraged policies and strategies that allow the public to meet environmental objectives in innovative, more cost effective ways. Such strategies focus on results rather than inflexible processes; emphasize the power of market incentives without defeating the enormous gains achieved historically; and finding solutions to solve problems through the best thinking and cooperation of all affected groups – regulators, businesses, tribal governments, landowners and the general public.

Water and Drought Policy



Water supplies in the West are strained by several competing demands: economic expansion and population growth; protection of wildlife, including threatened and endangered species; and water quality. Droughts further compound these demands and have major impacts on our quality of life. The WGA water program is intended to provide a strategic, state-based, approach to Western water policy.

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, as well as cities, the agricultural

community and homeowners. 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, Mike Johanns of Nebraska, and Bill Richardson of New Mexico, have worked with Senate and House leaders in developing the National Drought Preparedness Act of 2003. The bill would move the country away from the costly, ad-hoc, response-oriented approach to drought, and move us toward a proactive approach to preparedness. The new national policy would provide tools and coordination for drought, similar to those provided for other natural disasters in the Stafford Act.

Reports, Position Papers and Resolutions

- *Creating a Drought Early Warning System for the 21st Century; The National Integrated Drought Information System (2004)*
- *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)*

The Governors have identified reliable data as a key factor that will allow policy-makers and individuals to mitigate drought impacts. To improve the science of drought in terms of both forecasting and monitoring, the Western Governors Association received a grant from the National Oceanic and Atmospheric Administration to develop a vision for a National Integrated Drought Information System, including recommendations for implementation. WGA has begun a collaborative effort to develop this report and will present the findings to the Governors during the 2004 Annual Meeting.

Nuclear Waste Transportation

The WGA Radioactive Waste Safe Transportation Program consists of 12 Western states working cooperatively to plan and prepare for shipments of transuranic waste to the Waste Isolation Pilot Plant (WIPP) in southeastern New Mexico. This model program is supported by the Carlsbad Field Office of the U. S. Department of Energy (DOE), which is responsible for coordinating all transuranic waste shipments.

Since March 1999, more than 2,500 shipments have been successfully completed without a significant incident. To date, shipments have been made from seven DOE sites: Argonne National Laboratory – East in Illinois; Hanford Reservation in Washington; Idaho National Engineering and Environmental Laboratory in Idaho; Los Alamos National Laboratory in New Mexico; Nevada Test Site in Nevada; Rocky Flats Environmental Technology Site in Colorado; and Savannah River Site in Georgia. Shipments from Lawrence Livermore National Laboratory in California are expected to begin later this year.

For the past year, the Western States have continued to focus on updating the WIPP Transportation Safety Program Implementation Guide. This updating of

the Guide continues to be based on accumulated shipping experiences. Changes proposed in 2003 were accepted by DOE in December and have been implemented. Over the past year, the WGA Transportation Advisory Group worked on developing safety protocols for the future shipment of transuranic waste by railroad. During the first quarter of this year, DOE, as a result of a cost-benefit analysis, decided that it would not be cost effective to transport transuranic waste to the WIPP via rail.

In addition to transuranic waste shipments, DOE has made shipments of foreign research reactor spent fuel from the Savannah River site to INEEL as well as other spent nuclear fuel shipments from Oak Ridge National Laboratory. DOE developed transportation and security plans for these shipments using a planning process that

included all affected states.

WGA's affiliate, the Western Interstate Energy Board, has been assigned



Truck with casks approaches WIPP site and a single cask with spent nuclear fuel.

Reports, Position Papers and Resolutions

- *Assessing the Risks of Terrorism and Sabotage Against High-Level Nuclear Waste Shipments to a Geologic Repository or Interim Storage Facility (Res. 01-03)*
- *Transportation of Spent Nuclear Fuel and High-Level Radioactive Waste (Res. 02-05)*
- *Department of Energy Facilities Cleanup Program Top-to-Bottom Review (Res. 02-25)*
- *U. S. Department of Energy Waste Isolation Pilot Plant (WIPP) and Transportation of TRU Waste (Res. 03-08)*
- *Private Storage of Commercial Spent Nuclear Fuel (Res. 03-16)*

the responsibility to implement the governors' policies related to the shipment of spent fuel and high-level radioactive waste under the Nuclear Waste Policy Act. During the past year, WIEB has entered into a cooperative agreement with DOE's Office of Civilian Radioactive Waste Management to develop a system for the safe and uneventful transportation of such waste. DOE wants to ship waste to the proposed repository at Yucca Mountain in 2010. The measures adopted for shipments to WIPP are a foundation for WIEB's work.

Governors Dirk Kempthorne of Idaho, Kenny Guinn of Nevada and Bill Richardson of New Mexico serve as lead governors for WGA's radioactive waste transportation program. The program is supported with funding from DOE.

Conservation of the Greater Sage Grouse



In early 2004, Western Governors directed WGA staff to compile and document the groundswell of efforts across the West to conserve the Greater Sage Grouse – a species the U.S. Fish and Wildlife Service is reviewing for possible protection under the Endangered Species Act.

The results of that survey demonstrate a very active, broad-based conservation effort covering 11 Western states. More than 60 local working groups and hundreds of stakeholders from private landowners, to communities to states are involved in activities to ensure the sage grouse will flourish. Considering that an individual bird will travel as much as 45 miles per year to find essential habitat,

regional cooperation is critical.

Two reports developed by WGA include success stories that provide a glimpse of what local groups are accomplishing and a more in depth accounting of the bird's status and what efforts are underway. In a letter accompanying the success stories, Govs. Bill Owens and Kenny Guinn said, "A climate of trust and cooperation where landowners work in good faith with government agencies is the only sure course toward long-term sage grouse conservation. If the health and viability of the sage grouse is a primary concern, then we should look first to local, cooperative measures."



Reports, Position Papers and Resolutions

- *Conserving the Greater Sage Grouse: A compilation of Efforts Underway on State, Tribal, Provincial and Private Lands (June 2004)*
- *Conserving the Greater Sage Grouse: Examples of Partnerships and Strategies at Work Across the West*
- *Sage Grouse Conservation (Res. 04-01)*
- *Reauthorization and Amendment of the Endangered Species Act of 1973 (Res. 03-15)*
- *De-listing of Endangered Species (Res. 03-10)*

Reports, Position Papers and Resolutions

■ Western Air Quality (Res. 02-06)

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 Westerners and visitors from around the world.

Under the co-chairmanship of Govs. Janet Napolitano and Fred S. Vallo, Sr. of the Pueblo of Acoma, the WRAP made great strides in 2003-2004. In December 2003, Arizona, New Mexico, Utah,

Wyoming, and Oregon submitted the nation's first-ever regional haze plans to the U.S. Environmental Protection Agency implementing the WRAP's voluntary program to reduce sulfur dioxide emissions from large industrial sources.

The WRAP's sulfur-dioxide reduction program ensures environmental progress, while providing regulated sources with the flexibility needed to achieve the reductions in the most cost-effective manner possible. Other programs implemented through the state plans submitted last year 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 wild lands.

During the first half of 2004 the WRAP worked to develop a set of principles to be applied if EPA chose to expand its proposed Clean Air Interstate Rule (CAIR) to the West. The CAIR, which EPA plans to issue as a final rule later this year, will reduce emissions of sulfur dioxide and nitrogen oxides from electric power plants. Ultimately, EPA decided not to propose extension of the CAIR to the West this year, but indicated that they want to continue working with the WRAP on this issue and may propose to extend the rule to the West at some future point. The WRAP will continue to work on possible federal approaches (legislation or regulation) for achieving balanced reductions of power plant emissions and will also develop regional and state approaches that can be implemented in the next round of regional haze plans, which are due to EPA by December 2007.

The WRAP continues to develop state-of-the-art technical tools needed by Western states and tribes to develop sound strategies for improving air quality across the West. This effort includes development of a regional emissions database management system and an air-quality modeling program being conducted by the University of California at Riverside.

All interested parties are encouraged to participate in the WRAP (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.

Strengthening Relationships with Mexico and Canada

Western U.S.-Western Canada Relations

The Western Canadian Premiers have participated in WGA's Annual Meeting for the last decade. Western Premiers' Conference and WGA meet once a year, alternating between each group's meeting, to discuss issues of mutual concern and to share information. In 2003, WPC members participated in an annual meeting plenary session that included a briefing on border security issues from the Canadian Ambassador to the United States. Sharing fire-fighting resources, trade, energy and transportation issues were also part of the agenda. While in Big Sky, the WGA and the WPC signed a cooperative agreement that will enhance cross-border cooperation to fight wildland fires. Members of the WPC are the Premiers of British Columbia, Alberta, Saskatchewan, Manitoba, Nunavut, the Yukon and the Northwest Territories.



Premier Ralph Klein and Gov. Dave Freudenthal talk to reporters at the Energy Summit.

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 environmental agencies of the four U.S. and six Mexican border states to communicate, exchange information and cooperate on border environmental issues and programs.

The State of Baja California hosted the 7th Annual Ten State Retreat for environment directors in April 2004. The State of Coahuila has volunteered to host the 2005 Ten State Retreat. These efforts are closely coordinated with the Border Governors' Conference, held annually by the 10 U.S.-Mexico border Governors.

This coordination has allowed the environmental leaders to have an effective voice in the Border Governors' agenda and international policy positions. For example, the Border 2012 program of the Environmental Protection Agency and its Mexican counterpart the Secretaría de Medio Ambiente y Recursos Naturales, follows the approach proactively proposed by the ten states to rely on a number of regional workgroups rather than a centralized workgroup structure as previously utilized. This approach enables states and local communities to set priorities and take the lead to solve environmental and environmental-health related issues affecting them.

The U.S. Environmental Protection Agency provides funding for these efforts.

Mexico Air Pollutant Emissions Inventory

WGA is working in partnership with the 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

Reports, Position Papers and Resolutions

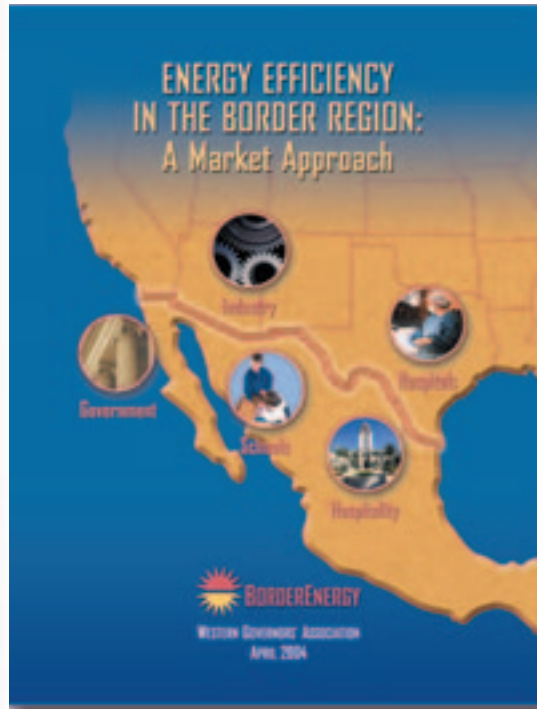
- *Energy Efficiency in the Border Region: A Market Approach* (2004)
- *U.S.-Mexico Border Environment* (Res. 00-011)
- *WGA Relations with the Western Premiers' Conference* (Res. 99-027)
- *WGA Relations with Mexico and the Border Governors' Conference* (Res. 99-028)
- *Addressing Border Congestion to Improve the Environment and Commerce* (Res. 99-007)

data essential to the accurate characterization of air quality and visibility problems along the border.

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. In April 2004, WGA released the first major product of this effort, a comprehensive emissions inventory for the six northern states of Mexico. The inventory for the remainder of the country is scheduled for completion by the end of 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. Population 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 much of the new demand can be met through the development of new energy generating facilities, 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 major outcome 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 continues to grow, and is expected to do so into the future.

In March 2004, WGA released *Energy Efficiency in the Border Region: A Market Approach*. This report details the enormous potential for energy savings in the border region, and identifies those business sectors where the greatest potential for implementing energy savings programs exists. This report will serve as a guide for getting more businesses to increase their bottom line profits by lowering their energy costs.

Strengthening Relationships in Washington, D.C.

The WGA Washington, D.C. Office has two primary missions. One is to advance WGA policy objectives through the Congress, before regulators and with the Administration. The second mission is to bring the West to Washington.

During the past year, WGA staff has advocated the Governors' priorities before Congress and federal agencies including healthy forests and wildfire legislation and appropriations; energy policy; drought policy; abandoned mine lands; and transportation issues. WGA staff also assists in drafting Congressional hearing testimony, letters and other materials that are used by the Governors to personally advocate on behalf of the West.

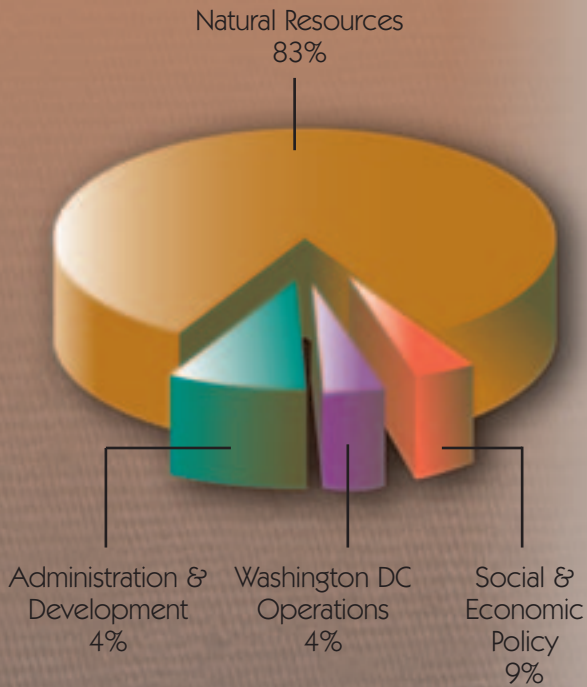
Bringing the West to Washington is an effort by the D.C. staff to maintain regional cohesion among the various policymakers in Washington, D.C. The office works with the Western States Senate Coalition, the House Western Caucus and with other groups to foster a sense of regional identity and joint purpose among the many Westerners living and working in the Nation's Capitol.

The WGA staff develops strong relationships with other organizations that have substantially similar policy interests and builds coalitions to advocate for changes agreed to by the Governors.

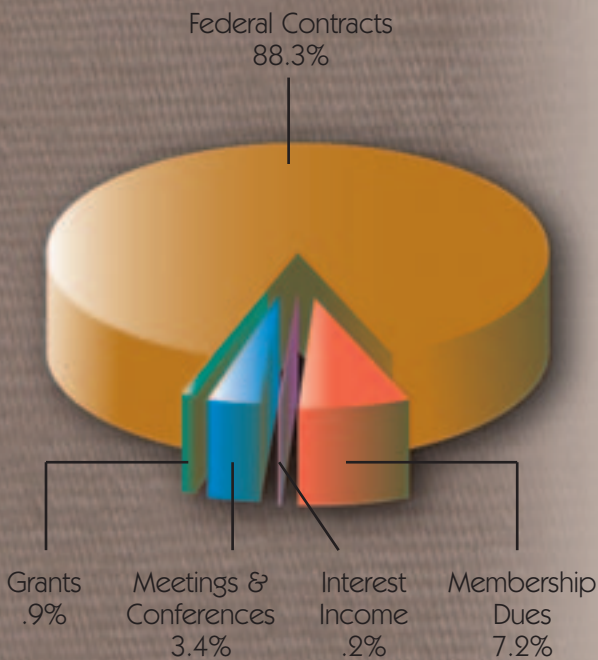


Reports, position papers and resolutions mentioned in the *Year in Review 2004* are available on the Western Governors' Association Web site at www.westgov.org. Resolutions adopted at the 2004 Annual Meeting in June, which are not listed in this report, are also available on the Web. For those without access to the Internet, a copy may be obtained by contacting WGA at (303) 623-9378.

FY 2003 Functional Expenses



FY 2003 Support and Revenues



Finances

WGA's income is derived from dues from member states, grants and contracts, contributions, interest and other miscellaneous income. Member Dues for the fiscal year 2003 were \$36,000 per state and \$6,000 per territory/commonwealth.

During the fiscal year ended June 30, 2003 WGA's Income totaled \$7,906,569 approximately 88% of this amount was received from federal agencies for various projects.

Statement of Activities for the Year Ended June 30, 2003

Membership Dues	\$ 570,000
Federal Contracts	6,982,363
Grants	65,544
Meetings & Conferences	270,593
Interest Income	18,069
TOTAL	\$7,906,569

Functional Expenses

Natural Resources	\$ 6,500,643
Social & Economic Policy	727,552
Washington DC Operations	356,814
Administration & Development	350,759
TOTAL	\$7,935,768

Excerpted for the audit of report of JDS Professional Group, Certified Public Accounts, Consultants and Advisors

Governors' Bio Sketches

Alaska



Frank Murkowski, born in Seattle, Washington, left the life of a U.S. Senator to run for Governor of Alaska, an office to which he was elected in 2002. Murkowski was first elected as a U.S. Senator in 1980 and served on the Energy and Natural Resources, Finance, Indian Affairs and Veterans' Affairs Committees. Prior to entering the Senate, he was president of Alaska National Bank of the North, starting in that post in 1971. In 1966 Murkowski was appointed Alaska's Commissioner of Economic Development, the state's youngest commissioner at age 33. Murkowski's first job after graduating from Seattle University in 1955 with a degree in economics and then serving two years in the U.S. Coast Guard was with Pacific National Bank in Seattle. Murkowski has been president of the Alaska Bankers Association and president of the Alaska State Chamber of Commerce and is a member of the Pioneers of Alaska.

Birth Date: March 28, 1933
Family: Married, six children
Spouse: Nancy
Party: Republican
Elected: 2002

American Samoa



Togiola Tulafono, formerly American Samoa's Lieutenant Governor, was sworn into office in April 2003 following the sudden death of Governor Tauese Sunia. Prior to that he had served as a Senator for 12 years, as the first chair of the Board of Directors of the American Samoa Power Authority and as the first chair of the Board of Higher Education. A graduate of Chadron State College in Nebraska, Washburn University School of Law in Topeka, Kansas, and the National Judicial College in Reno, Nevada, Tulafono also served as a District Court Judge, as Samoan Assistant to the Attorney General, and as a lawyer in private practice for more than 20 years. His other public duties have included service as a policeman, an administrative assistant for the Secretary of Samoan Affairs, and chair of the American Samoa Centennial Committee, which in 2000 marked the centennial of American Samoa's relationship as a U.S. possession.

Birth Date: February 28, 1947
Family: Married, six children
Spouse: Mary
Party: Democrat
Succeeded to Office: 2003

Arizona



Janet Napolitano A former U.S. Attorney for Arizona, a post in which she served for more than five years, was elected Arizona Attorney General in 1998 and Governor in 2002. Her activities as U.S. Attorney included management of investigations into the relationship between the Oklahoma City Federal Building bombing and Timothy McVeigh's time in Kingman, Arizona. Born in New York City in 1957, Napolitano grew up in Albuquerque, New Mexico, and attended college in California at Santa Clara University. She received her law degree from the University of Virginia.

Birth Date: November 29, 1957
Party: Democrat
Elected: 2002

California



Arnold Schwarzenegger moved to the United States when he was 21 from Austria. Schwarzenegger has devoted significant time and energy to improving the lives of others, especially children. Schwarzenegger has received many awards for this devotion. He was appointed the Chairman of the Presidents Council on Physical Fitness in 1990, where he served until 1993. In 1995, he established the Inner City Game Foundation, which provides year-round after school and weekend cultural, educational and community enrichment programs for youths. Before being sworn in as California's 38th governor, Schwarzenegger had a distinguished career in business and entertainment.

Birth Date: July 30, 1947
Family: Married, four children
Spouse: Maria Shriver
Party: Republican
Elected: 2003

Colorado



Bill Owens was sworn in as Colorado's 40th governor in January 1999. Called "the best governor in America" by National Review magazine, he was re-elected in 2002 with the greatest majority in Colorado history, earning a broad mandate for his innovative leadership. He also served as the Chairman of the Republican Governors' Association in 2003. Governor Owens, who holds a master's degree in public administration from the Lyndon B. Johnson School of Public Affairs at the University of Texas, worked for 20 years in the private sector before serving in the Colorado House of Representatives, Colorado Senate and as State Treasurer. He and Colorado's First Lady, Frances Owens, have three children.

Birth Date: October 22, 1950
Family: Married, three children
Spouse: Frances
Party: Republican
Re-elected: 2002

Guam



Felix Perez Camacho, prior to his election served as a senator in four sessions of the Guam Legislature, including as assistant majority leader, majority whip and presiding officer of the Legislative Committee on Power, Governmental Operations, and Foreign Affairs. He also was chair of the Committee on Tourism, Transportation, and Economic Development, and served on various other committees. He represented Guam at the Asian Pacific Parliamentarian Union, the Association of Pacific Island Legislatures and the National Council of State Legislators. Born in Camp Zama, Japan, Camacho attended Marquette University and graduated with a degree in business administration and finance in 1980. He worked with the Pacific Financial Corp. as an insurance manager in the property casualty division before joining IBM as an account administrator. He has been active in community affairs and was a recipient of the Pacific Jaycees Three Young Outstanding People Award.

Birth Date: October 30, 1957
Family: Married, three children
Spouse: Joann
Party: Republican
Elected: 2002

Hawai'i



Linda Lingle, the sixth elected governor of Hawai'i and the first woman to lead the Aloha State (who previously served two full terms as Mayor of Maui County and ten years on the Maui County Council), assumed office in December 2002 following a campaign in which she pledged to bring about a "New Beginning." Her accomplishments include: fostering a business-friendly climate to attract more diverse and better-paying jobs, greatly reducing a multi-million dollar budget deficit, bolstering the tourism industry, protecting native flora and fauna from invasive species, fighting crime and drug abuse, and raising the quality and accessibility of health care. Through her close ties with the federal government, Governor Lingle is helping Hawai'i gain greater prominence on the national and international scenes. This includes working with the U.S. Department of Homeland Security to promote peace and prosperity throughout the Asia-Pacific region. A native of Missouri, she relocated to Hawai'i in 1975 after graduating cum laude with a journalism degree from California State University, Northridge. In 1976, she founded and began serving as publisher of the Moloka'i Free Press.

Birth Date: June 4, 1953
Party: Republican
Elected: 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 was elected Governor in 1998 and re-elected in 2002. He is a former chairman of the Western Governors' Association (2001) and the current Chairman of the National Governors Association.

Birth Date: October 29, 1951
Family: Married; two children
Spouse: Patricia
Party: Republican
Re-elected: 2002

Kansas



Kathleen Sebelius is the nation's first daughter of a governor (Ohio Gov. John Gilligan) to be elected to the same position. Her first elected service began in 1987 with election to the Kansas House of Representatives, where she served until 1994. In 1994 she was elected Insurance Commissioner and received recognition as one of *Governing Magazine's* Top 10 Public Officials in 2001. In 2002 she was elected as the 44th Governor of Kansas. *Modern Healthcare Magazine* listed her among the 100 most powerful people in the healthcare field that same year. Sebelius was born in Cincinnati, Ohio, to John and Katie Gilligan in 1948. She received a political science degree from Trinity College and a master's degree in public administration from the University of Kansas. Sebelius was the youngest member to be appointed to the Kansas Governmental Ethics Commission.

Birth Date: May 15, 1948
Family: Married, two sons
Spouse: Gary
Party: Democrat
Elected: 2002

Montana



Judy Martz was born on July 28, 1943, in Big Timber, Montana. Since 1973, she and her husband, Harry, 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 a field representative for U.S. 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 also served as WGA chair in 2003. Martz was a member of the 1964 U.S. Olympic Speed-skating team. She and Harry have two children and a granddaughter.

Birth Date: July 28, 1943
Family: Married; two children
Spouse: Harry
Party: Republican
Elected: 2000

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 and re-elected in 2002.

Birth Date: June 18, 1950
Family: Married, two children
Spouse: Stephanie
Party: Republican
Re-elected: 2002

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
Party: Republican
Re-elected: 2002

New Mexico



Bill Richardson, born in Pasadena, California, became Governor of New Mexico in 2003. Richardson previously had served the state as a congressman for 15 years and served the nation as Ambassador to the United Nations, a post to which he was confirmed in 1997, and as Secretary of the Department of Energy, to which he was confirmed in 1998. Prior to his election as Governor, Richardson taught in 2001 at the Kennedy School of Government at Harvard University and at the United World College in Montezuma, New Mexico. He also served as chair of the nonprofit, nonpartisan Freedom House, which promotes democracy worldwide. Richardson's work on human rights and his diplomatic efforts are among reasons for four nominations for a Nobel Peace Prize over the years between 1995 and 2001. He also serves as Western Governors' Association's Chairman.

Birth Date: November 15, 1947
Family: Married
Spouse: Barbara
Party: Democrat
Elected: 2002

North Dakota



John Hoeven, North Dakota's 31st Governor, has focused his administration on six pillars: excellence in education, economic development, agriculture, energy, technology and quality of life. Born in Bismarck, Governor Hoeven 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 of 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 (BND), which grew from \$900 million to \$1.6 billion. Governor Hoeven serves as Chair of the Interstate Oil and Gas Compact Commission and the Governors' Ethanol Coalition, and Vice Chair of the National Governors Association's Committee on Human Resources and the Midwestern Governor's Conference. Hoeven previously served as chair of the National Governors Association's Committee on Natural Resources.

Family: Married, two children
Spouse: Mical (Mickey)
Party: Republican
Elected: 2002

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 Marian 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
Party: Republican
Elected: 2001

Oregon



Ted Kulongoski spent his early life in Missouri, where he was raised in a Catholic boys home in St. Louis. After completing high school and a tour of duty with the U.S. Marine Corps as a forward observer with artillery regiments, Kulongoski put himself through college and law school at the University of Missouri with the help of the GI Bill and work as a truck driver and steelworker. After receiving his law degree Kulongoski established a law firm in Eugene, Oregon. He was elected to the Oregon House of Representatives in 1974 and to the Oregon Senate in 1978. In 1992 Kulongoski was elected Attorney General. Four years later, Kulongoski was elected to the Oregon Supreme Court. In 2002 he was elected governor.

Birth Date: November 5, 1940
Family: Married, three children
Spouse: Mary Oberst
Party: Democrat
Elected: 2002

South Dakota



Mike Rounds was elected governor of South Dakota in 2002. Prior to serving in this position, he also served for four terms in the state Senate from 1990 to 2000. Mike, the oldest of 11 children, was born in Huron, S.D., and is a lifelong resident of Pierre. He earned a Bachelors of Science degree in political science from South Dakota State University in Brookings and met his wife, Jean. The couple has four children. Governor Rounds is part owner of Fischer, Rounds & Associates Inc., an insurance and real estate agency. He has previously served as board president of the Oahe YMCA, vice president of the Home and School Association of St. Joseph School, president of the Pierre-Ft. Pierre Exchange Club and exalted ruler of the Pierre Elks Lodge. He is also a member of St. Peter and Paul Catholic Church of Pierre, the Knights of Columbus, and Ducks Unlimited.

Birth Date: October 24, 1954
Family: Married, four children
Spouse: Jean
Party: Republican
Elected: 2002

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
Party: Republican
Elected: 2002

Utah



Olene Walker, Utah's first female governor, was born in Ogden, Utah. She earned a bachelor's degree from Brigham Young University, a masters from Stanford University and a doctorate from the University of Utah. Walker has had a distinguished career in public office. She served eight years in the state legislature, with one term as majority whip. As Utah's first female secretary of state, Walker chaired both the National Council of Lieutenant Governors and the National Association of Secretaries of State. Walker has made affordable housing and Education her priorities. Utah's housing fund bears her name, the Olene Walker Housing Trust Fund.

Birth Date: November 15, 1930
Family: Married, seven children
Spouse: Myron
Party: Republican
Succeeded to Office: 2003

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. Governor Locke also served as chairman of the Democratic Governors' Association in 2003.

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

Wyoming



Dave Freudenthal, a native of Thermopolis, Wyoming, earned money to attend college in Amherst, Massachusetts, by working construction in summers as a member of the National Brotherhood of Boilermakers and Blacksmiths Union. After graduating from Amherst College in 1973, Freudenthal began work as an economist with the Wyoming Department of Economic Planning and Development. In 1975, then Wyoming Governor Ed Herschler appointed Freudenthal the State Planning Coordinator. Freudenthal completed a law degree at the University of Wyoming and began practice in Cheyenne in 1980. In 1994 Freudenthal was appointed U.S. Attorney for Wyoming, a position he held until May 2001. His civic activities have included serving as a founding director of the Wyoming Student Loan Corp., chair of the Greater Cheyenne Chamber of Commerce, and a member of the Education Policy Implementation Council, the state Economic Development Stabilization Board and the Laramie County Community Action Board.

Birth Date: October 12, 1950
Family: Married, four children
Spouse: Nancy
Party: Democrat
Elected: 2002

WGA Staff Council 2003-2004

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
Kristopher Krauss

NEVADA
Michael Pieper

AMERICAN SAMOA
Pati Faiai

NEW MEXICO
Ned Farquhar

ARIZONA
Lori Faeth

NORTH DAKOTA
Bill Goetz

CALIFORNIA
Marybel Batjer

NORTHERN
MARIANA ISLANDS
Robert Schwalbach

COLORADO
Joel Harris

OREGON
James Brown

GUAM
Juan Carlos Benitez

SOUTH DAKOTA
Jim Soyer

HAWAII
Bob Awana

TEXAS
Tony Gilman

IDAHO
Gary Smith

UTAH
Joanne Snow Neumann

KANSAS
Troy Findley

WASHINGTON
Bob Nichols

MONTANA
Tom Beck

WYOMING
John Masterson

NEBRASKA
Lauren Hill

Western Governors' Association Staff

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Linda Davis, *Financial Manager*

Karen Deike, *Director of Communications*

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Quality Projects*

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Regional Air Partnership*

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

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

Loaned Executives

Paul Sweney, *U.S.D.A. Natural Resources
Conservation Service*

Kevin Riordan, *U.S.D.A. Forest Service*

Interns

Glen Czapski





Western Governors'
Association
2004 Annual Meeting

**Santa Fe
New Mexico**

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