



Western Governors' Association
2011 Annual Report

WGA Annual Meeting – Coeur d'Alene, Idaho
June 29–July 1, 2011

Letter from the Chairman



I am honored to report on a very successful year for WGA. We said farewell to 12 of our members and welcomed newly elected Governors who have taken their place. I am impressed with my new colleagues and look forward to working with them on issues important to our region. We also welcomed our largest number of corporate sponsors of WGA. Without their support, we would not be able to provide the number and quality of programs and initiatives.

I want to thank my colleagues for their leadership on our initiatives this past year. We continued to make progress breaking down barriers to siting new energy facilities and transmission lines in cooperation with our federal partners. We looked at where we need to strengthen our water policies to ensure we have clean, adequate supplies to accommodate growing needs and populations. And we talked about protecting and preserving important habitat and species in the region. We remain committed to balanced economic development and protecting the region's natural resources and environment.

In addition, we convened two workshops to look at important sectors of our energy portfolio that we hadn't previously looked at collectively – the potential role of nuclear power as baseload power for the region and the important role increased industrial energy efficiency can have on energy demand and on competitiveness. At the Annual Meeting, we are releasing reports summarizing our findings in those areas. I encourage you to read them.

Sincerely,

A handwritten signature in black ink, which reads "C.L. Butch Otter". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Gov. C.L. "Butch" Otter

Governor of Idaho

Chairman of the Western Governors' Association

2010-2011

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WESTERN GOVERNORS' ASSOCIATION

About the Western Governors' Association

The Western Governors' Association is an independent, nonpartisan organization of Governors representing 19 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 issues for further review based on regional interest and impact. WGA helps the Governors develop strategies both for 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 up to 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, lead Governors direct activities, develop proposed positions, chair related meetings, and provide 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 advisor for each Governor, reviews and guides WGA activities.

Acknowledgements

The Western Governors' Association wishes to thank the following federal agencies and organizations for their support over the past year:

- The Energy Foundation
- The William and Flora Hewlett Foundation
- U.S. Department of Agriculture
 - Forest Service
 - Natural Resources Conservation Service
- U.S. Department of Commerce, National Oceanic and Atmospheric Administration
- U.S. Department of Energy
 - National Energy Technology Laboratory
 - National Renewable Energy Laboratory
 - National Transportation Program, Office of Civilian Radioactive Waste Management
 - Office of Energy Efficiency and Renewable Energy, Office of the Biomass Program
 - Office of Electricity and Energy Reliability
 - Office of Environmental Management, Carlsbad Field Office
- U.S. Environmental Protection Agency
 - Regional offices: VI, VIII, IX and X
 - Office of Air Quality Planning and Standards
- Wildlife Conservation Society

Year in Review

July 2010 – June 2011

Energy

Industrial Energy Efficiency Workshop

An Industrial Energy Efficiency Workshop held this spring in Idaho gave participants an opportunity to explore actions states could take to spur greater energy efficiency throughout the industrial sector, resulting in an improved economic bottom line for industry and potentially reducing the need for new power generation. The discussions focused on a wide array of obstacles and solutions with participation from public utility commissions, utilities, industrial facilities, state and federal governmental agencies, and public interest groups.

The industrial sector accounts for 35 percent of the total energy consumption in the West, and rising energy costs only add to the stress of many industries that compete in world markets. These higher costs are spurring many companies to explore opportunities for improved energy efficiency. According to the U.S. Energy Information Administration, if companies in the WGA states reduced their industrial energy intensity by 2.5 percent annually through 2016, they could see approximately 1,170 trillion Btu in annual energy savings. That is equivalent to heating 24 percent of all U.S. households with an annual savings of approximately \$18 billion.

Workshop participants offered their ideas for how Governors and states could take the lead and promote improved industrial energy efficiency by setting energy efficiency goals and recognizing companies that reach or exceed them. Among the recommendations was for states to work through public utility commissions (PUCs) to encourage utilities to expand energy efficiency programs, currently targeted primarily at homes and businesses, to industrial facilities. If PUCs are allowed to provide incentives and technical support, they could help companies overcome financial and technical barriers. It was recommended that state energy offices take the lead in developing programs that will complement utility programs.

A workshop report, “Industrial Energy Efficiency: Improving competitiveness, reducing emissions” is available on the WGA Web site.

Regional Transmission Expansion Planning

An important first step toward expanding renewable energy development in the West was identifying where the richest, most commercially viable renewable resources are within the Western Interconnection. WGA published the report, “Western Renewable Energy Zones – Phase 1” in 2009. Since then, the focus has been on



Energy Reports

- *Renewable Energy Transmission Roadmap*
- *Western Renewable Energy Zones – Phase I*
- *WGA Transportation Fuels Council – 2009 Progress Report to Western Governors*

IEE Workshop

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key next steps: determining which of the high-quality areas are of greatest interest to electric service providers, determining how their renewable resources can best be developed, and planning for a transmission network that will bring those resources to market.

The U.S. Department of Energy has provided financial support to WGA and the Western Electricity Coordinating Council to analyze transmission requirements under a broad range of alternative energy futures and to develop long-term, interconnection-wide transmission expansion plans. WGA and our affiliate, the Western Interstate Energy Board, are focusing our efforts in two major areas: continuation of activities initiated under the WREZ project and the development of alternative

energy futures that can be modeled into transmission plans that will open up high-quality renewable resource areas.

Included in the planning process and modeling analyses are wildlife sensitivities, water resources and federal air quality rules. On the wildlife side, work is progressing on the development of online planning tools that can be used to help identify optimal paths for new energy generation and transmission. These should be available for incorporation into the transmission planning process by the end of 2011.

There is ongoing work in conjunction with the National Labs devoted to examin-

ing the regional impacts of new energy generation on water use, including a look at the potential impacts of long-term drought on energy production. In addition, WGA is examining the potential impact of new federal standards for ozone and mercury on the current mix of generation sources.

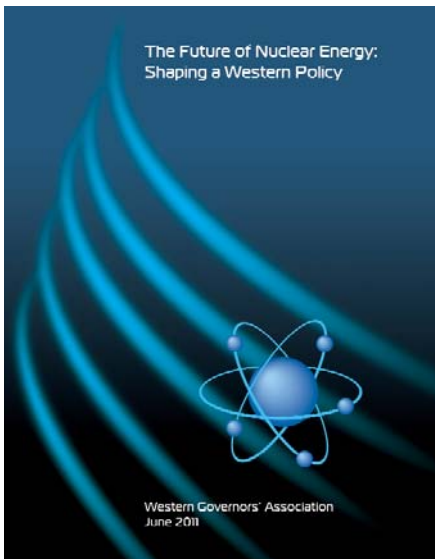
Finally, WGA has included transmission siting on federally managed lands in its scope of activities of the Regional Transmission Expansion Planning project. Because of the vast amount of federal land in the West, it is critical to examine the impediments to generation and transmission siting, and potential policies and programs that will make appropriate federal lands more available to multiple uses, including electricity generation and transmission. This information is critical to transmission modeling and will increase the potential relevance of any transmission plan.

Nuclear Energy Workshop

Western Governors have long recognized the importance of having a clean, safe, reliable and affordable generation system for the West. Along with other traditional and non-traditional sources, nuclear power has played an important role in the West's electricity supply portfolio for the past 40 years.

In April 2011, WGA convened the workshop, "Nuclear Energy in the West" with experts from the states, U.S. Department of Energy, U.S. Nuclear Regulatory Commission, Electric Power Research Institute, national laboratories, utilities, local governments and public interest groups. Participants were asked to provide their





perspectives on how nuclear energy can be a part of an overall clean energy future for the West. The result of that work is contained in a new report, "The Future of Nuclear Energy: Shaping a Western Policy."

This report examines the potential for and challenges to developing advanced nuclear energy. Among the issues addressed are education programs, job- and career-growth, economic expansion, environmental and public health and safety benefits, and energy independence and security.

Leads for WGA energy issues are Govs. Dugaard, Hickenlooper, Kitzhaber, Mead, Otter and Schweitzer.

The Future of Nuclear Energy: Shaping a Western Policy

This report examines the potential for and challenges to developing advanced nuclear energy.

Transportation Fuels for the Future

Over the past year, Western Governors stressed the need for federal policy to promote the use of alternative fuels and advanced vehicle technologies. In letters to Congress, Governors supported legislation to encourage natural gas and electric powered vehicles while also asserting a need for federal, state and local coordination in the implementation of these policies. The Governors also called on the White House to lead an effort to create consistency in federal bioenergy policy, noting the inconsistencies and uncertainties in the current or pending regulatory framework. Without such a policy, the Governors said decisions made by an array of competing federal authorities could negatively impact efforts to improve forest health, as well as local and state investments in renewable energy projects that utilize forest residues and other biomass materials.

WGA's Transportation Fuels Council continued to make progress this past year in implementing recommendations from the 2008 *Transportation Fuels for the Future* report. Shortly after the Governors released that report, the Council was formed to oversee the implementation of many of its recommendations. In August 2010, the Transportation Fuels Council wrote a letter to USDA noting that many of the opportunities offered by USDA require a scale that is too large to be sustainable or profitable for many locations in the West. These projects, however, were critical to continued economic development in Western rural communities.

Looking forward to 2011 and 2012, the Governors have directed the Council to examine opportunities for coordinated infrastructure development and fleet conversions. Western Governors realize that regional cooperation will be necessary to develop the connectivity and consumer confidence needed to increase the utilization of alternative fuels and vehicles.



WGA also continued its effort to develop a strategic Western bioenergy assessment through the development of a Geospatial Bioenergy System Model. The GBSM was released in the spring of 2011 and provides a robust analysis of the impacts of bioenergy development and policy across the biofuels supply chain. Among other things, the GBSM highlights opportunities and a need for coordination between state and federal officials on characterizing and quantifying biomass resource and supply data.

Leads for this program are Governors Daugaard, Herbert, Hickenlooper, and Gregoire.

Environment

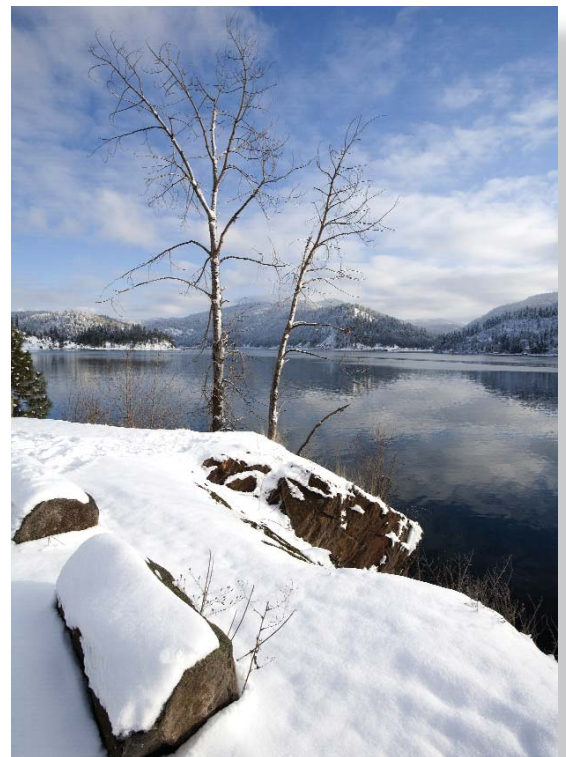
Water

For many decades, Western Governors have worked together to secure reliable clean water for the region. The WGA and its affiliate, the Western States Water Council, have provided a venue for regional coordination, promoted a range of innovative policies and programs to ensure clean and reliable water supplies, and amplified the voice of the Western states with federal agencies and Congress. Over the years, WGA has established itself as a leading expert on water protection and management.

The Governors' policy positions recognize the importance of addressing both water quality and supply. A sound, well-designed and reliable system of water infrastructure is essential if we are to provide clean and adequate water supplies for our communities, grow our economy and sustain natural environments.

In November 2010, the Western States Water Council convened a symposium on water infrastructure titled "Western Water Resources Infrastructure Strategies: Identifying, Prioritizing and Financing Needs." More than 100 federal, state and local officials, consultants, bankers and other interested stakeholders gathered to discuss challenges facing the West. The group identified strategies to increase investments in water infrastructure in proportion to growing needs and encouraged federal agencies to authorize, permit and fund projects in a timely and environmentally responsible manner.

The Council will follow up by examining existing programs and identifying innovative practices, possible impediments to increasing private investment, and institutional obstacles to effectively addressing our water infrastructure challenges. A 2012 symposium will be held to highlight these and other strategies for developing the programs, policies and projects to meet our present and future water needs.



Water Reports

- *Water Needs and Strategies for a Sustainable Future: Progress Report (2010)*
- *Improving Drought Preparedness in the West - Findings and Recommendations from the Western Governors' Association and Western States Water Council Workshops January 2011*

While flooding from heavy snowpack has dominated headlines this year, drought remains a major concern for many Western states. This year, the WGA and WSWC completed a series of workshops on drought, culminating in their report, *Improving Drought Preparedness in the West*. The workshops included a variety of policy makers, resource managers, information providers, and end users of drought information from across the country, and the recommendations focused on three key areas: strengthening the National Integrated Drought Information System (NIDIS); improving drought preparedness and planning; and identifying the role of states and other stakeholders in shaping climate services. Building on these efforts, the WGA and the National Oceanic and Atmospheric Agency are working together to provide information services and build state capacity to deal with drought and a full range of climate-affected resources, including forests, oceans, agriculture and infrastructure.



WGA and the WSWC have also been examining the ‘energy-water nexus’ as part of the broader Regional Transmission Expansion Project. Working with resource managers in both the electricity and water sectors and a consortium of National Labs, the WGA is examining how current and future electricity generation and transmission scenarios may affect water supply availability, and vice-versa.

Initial results indicate that new electricity generation will be a significant driver of water demands over the coming years, and much of the new demand will occur in basins that are already facing water scarcity. However, strategic choices around facility siting, cooling technologies, and management options, such as demand-side management, could allow managers to avoid or mitigate conflicts between electricity generation and water supply. Ultimately, the project will position Governors to make informed decisions regarding water availability and energy development in the Western states.

There are a range of targeted water policy issues that remain high priorities for the Western states, including water transfers from agriculture to other uses; the Clean Water Act (Good Samaritan mine clean ups, pesticides regulation, and wetlands jurisdiction); the Safe Drinking Water Act; Indian water settlements; and forests and water. Over the next year, WGA and WSWC will continue to promote state-driven solutions to these issues.

The Governors are committed to providing sufficient supplies of good quality water by protecting water supply sources and the environment and promoting adequate infrastructure for water and wastewater. Investment in our water resources provides jobs, protects our environment, and establishes a foundation for long-term economic growth in communities throughout the West. Support for this program comes from the U.S. Department of Energy, National Oceanic and Atmospheric Administration, and the Walton Family Foundation.

Lead Governors for this initiative are: John Hickenlooper, Dennis Daugaard, Matt Mead, C. L. “Butch” Otter and Brian Schweitzer.

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Air Quality

The member states and tribes of the Western Regional Air Partnership (WRAP) continue to work with federal agencies and stakeholders to improve air quality in national parks and wilderness areas. Emissions from industrial and mobile sources have been significantly reduced over the last 10 years, leading to measurable improvements in air quality across the West. The WRAP is now focused on helping Western states meet EPA health standards for ozone and fine particulate matter.

The WRAP approach emphasizes regional and multi-pollutant assessments of air pollution, including regional transport of pollution across state lines. In the West, sources contributing to regional air pollution range from industrial and mobile sources to energy production, wildland fire, windblown dust and off-shore shipping.

Support for the WGA's air quality program is provided by the U.S. Environmental Protection Agency and WGA member states.

Nuclear Waste Transportation

The West has played a unique and prominent role in all phases of our nation's development of atomic weapons and nuclear energy. Los Alamos National Laboratory

in New Mexico was established in the 1940's as the central location for coordinating the Manhattan Project. Arco, Idaho is home to the world's first nuclear power plant, and the Hanford site in Washington was home to the first large-scale plutonium production reactor in the world. While the list of technical accomplishments goes on, the West is also home to several of the largest environmental remediation operations in the world. Of the 19 Western states covered by WGA, 17 states are, or will be, a part of the largest environmental cleanup effort in the world, which is led by the U.S. Department of Energy's Office of Environmental Management.

For the past 25 years, Western Governors have been deeply involved in ensuring that their goal of safe and uneventful transportation of radioactive waste and spent nuclear fuel is realized. Several thousand rail and highway shipments of transuranic and low-level waste originate, pass through or terminate in Western states each year. During the past 12 years, more than 9,500 shipments have traveled 11 million miles on their way to permanent underground disposal at the Waste Isolation Pilot Plant (WIPP) in New Mexico. These efforts have led to the environmental remediation of 13 facilities across the nation, nine of which are located in Western states.

The continued success of the WGA Radioactive Waste Transportation Program can be traced to the collaborative efforts of 12 Western states and DOE's Carlsbad Field Office and Office of Environmental Management. Every two years, the WGA WIPP Transportation Advisory Group provides a report to the Western Governors on the status of the WIPP Transportation Safety Program. This year's review by the TAG noted fewer discrepancies than ever.



A WIPP radiological control tech takes a radiological "swipe" under the lid of the shipping container.



WGA has also been working with its affiliate, the Western Interstate Energy Board, in providing input to the President's Blue Ribbon Commission on America's Nuclear Future. The BRC is charged with conducting a comprehensive review of current policies for the back-end of the nuclear fuel cycle and

to make recommendations for a new plan, including additional legislation or amendments to existing laws. The Governors directed WGA to form an Ad Hoc Committee to follow the BRC process and to develop recommendations to supplement existing WGA policy based on the states' experience with the Nuclear Waste Policy Act. In March, the ad hoc committee provided recommendations to the BRC as it began drafting its report. WGA will continue to work with the WIEB High Level Waste Committee to engage with the BRC, Congress and the Administration as the future of the nation's high-level nuclear waste policy is determined. This program is supported with funding from the U.S. Department of Energy.

Gov. Otter is the lead governor for this issue.

Lands

Western Governors' Wildlife Council

The Western Governors' Wildlife Council is working to identify and conserve crucial wildlife habitat and corridors, as well as developing and coordinating policy options and tools for preserving those important areas. In the process of doing that, many state wildlife agencies are refining how they do business, which includes improving their capabilities to manage wildlife and developing ways to more easily collaborate with each other and the public on wildlife conservation.

With the support of the Governors, the Wildlife Council is working to improve management strategies and decision making at all levels. This includes providing information to support economic development, including proposed energy, land use and transportation projects, as well as land conservation and climate adaptation. In order to meet the need for improved decision making, the Wildlife Council has begun developing a collection of publicly available, online planning tools that display landscape-level maps of crucial habitat and wildlife corridors across the region. While housed in each state, data utilized in the planning tools will be coordinated across all jurisdictions in the West so that a regional picture of important wildlife areas is available.

Intended to balance development and conservation objectives, these tools are designed to provide planners, the public, regulators and interest groups with timely,

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easily accessible wildlife information early on in a planning process. Wildlife data will be updated and improved on an on-going basis with the help of all interested parties and the public, which will contribute to making the online planning tools a long-term source of credible wildlife information.



Given the role federal land management agencies play in habitat conservation, a high priority is to ensure federal, state and local agencies consult online planning tools and integrate crucial wildlife information early on into land management, energy/transmission or transportation planning processes. In the last year, the Wildlife Council was successful in negotiating an agreement with officials from the U.S. Departments of Interior and Agriculture to support the states as they develop

these planning tools and, most importantly, to use the information in their federal decision making. This agreement is a step in the right direction in strengthening states' authority to manage fish and wildlife populations within their borders.

Stakeholder outreach and engagement is also a high priority of the Wildlife Council, which has a high-level Stakeholder Advisory Group serving as a sounding board for potential activities and products and to provide periodic briefings to the Council on issues of mutual interest. The SAG is currently helping the Council implement a strategic communications and outreach plan, as well as using its expertise in different planning processes at the local, state and federal levels to suggest opportunities where information about crucial wildlife habitat would be beneficial. The goal is to ensure the online planning tools are beneficial to public and private interests.

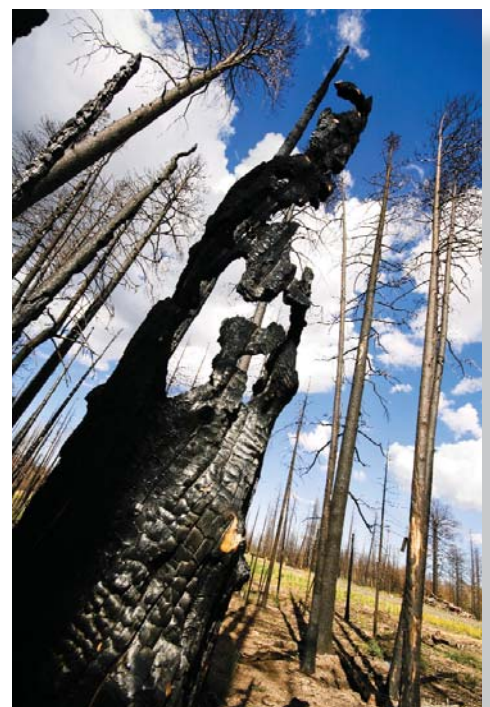
The Wildlife Council is grateful to its funders for their generous support of pilot projects focusing on the development of online planning tools in the Western states. Fundraising for this initiative continues to be a high priority as WGA assists states as they prepare to make information about crucial wildlife habitat and corridors available online in 2013, maintain and update that important information over the long term, and coordinate policy options and tools for preserving those important areas.

Leads for this initiative are Governors Gregoire, Herbert and Schweitzer.

Forest and Rangeland Health

Wildland Fire Leadership Council

Western Governors are working in conjunction with the Wildland Fire Leadership Council on a new strategy for restoring forests, improving agency coordination in response to wildfires, and creating



“fire-adapted” communities that will be more prepared for wildfires. In March, the Governors commended the Secretaries of Agriculture and Interior for collaborating with the states in developing the *National Cohesive Wildland Fire Management Strategy and Federal Land Assistance, Management, and Enhancement Act – Report to Congress*. WGA is currently involved in the development of Phase II –



Regional Assessments and Strategies. The Governors are committed to incorporating forest management and restoration that will lead to more resilient landscapes, which are important in reducing fire risks to communities.

Forest Health Advisory Committee

Over the last year, the WGA Forest Health Advisory Committee addressed three priorities: Large Scale Forest Restoration; Wildland Fire Protection Plans and Strategies-Cohesive Strategy; and Biomass Utilization. The FHAC developed two key documents that have helped to direct regional and national efforts on forest restoration and the development of wildland fire strategies.

Committee members are currently working on an action plan to implement recommendations in WGA’s policy resolution for Large Scale Forest Restoration and assisting the Western – Regional Strategy Committee/Cohesive Strategy.

Secure Rural Schools and Community Self-Determination Act

WGA expressed support for Secure Rural Schools and Community Self-Determination Act with the adoption of a policy resolution and a letter to Congress in January 2010. There is significant bipartisan support for reauthorizing this legislation, which has provided support to rural communities in 17 Western states dating back to the 1900’s. This financial support is integral to the states and rural counties.

The funding supports public services, rural schools, search and rescue operations on federal lands, road maintenance, watershed restoration, and wildfire mitigation. Significant improvements to the health of public and private forestlands have been achieved with the assistance of citizen-involved Resource Advisory Committees, which are supported by the funding.

The WGA will continue to monitor and participate in reauthorization efforts, which are being led by the Partnership for Rural America Campaign.

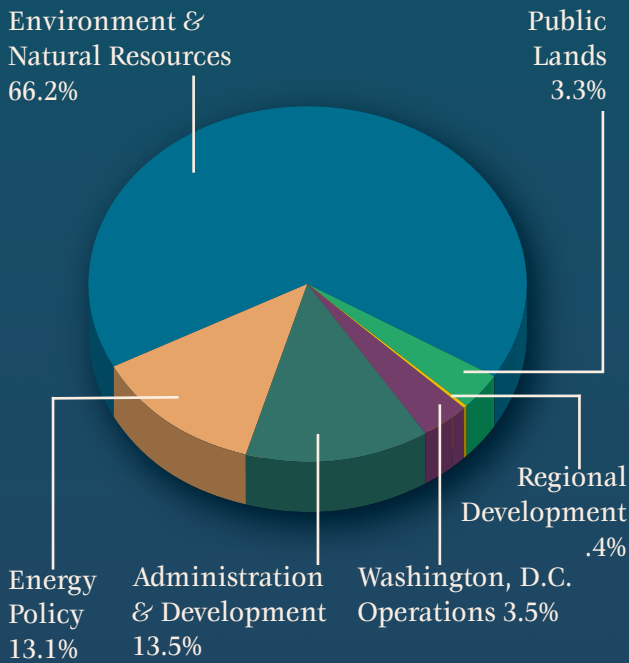
Leads for this initiative are Governors Brewer, Hickenlooper, Kitzhaber and Otter.

Forest Health Report

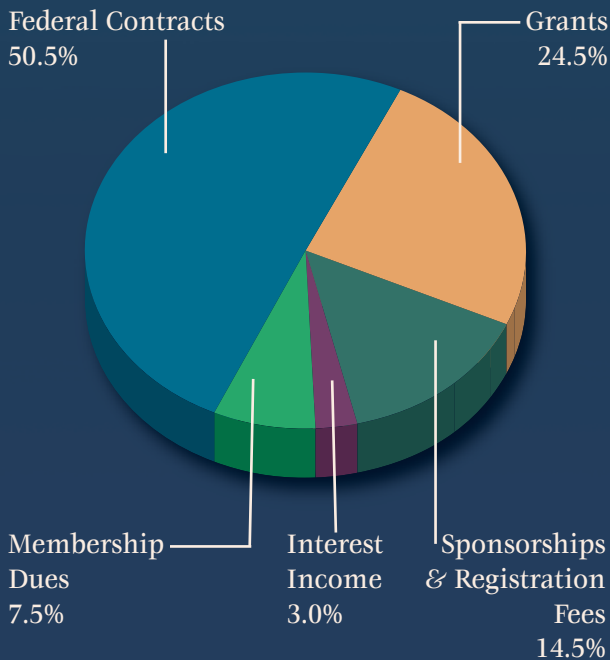
- *Forest Health Advisory Committee - Forest Health Landscape-Scale Restoration Recommendations*

The Governors are committed to incorporating forest management and restoration that will lead to more resilient landscapes, which are important in reducing fire risks to communities.

FY 2010 Functional Expenses



FY 2010 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 2010 were \$36,000 per state and \$6,000 per territory/commonwealth. During the fiscal year ended June 30, 2010 WGA's Income totaled \$7,730,279. Approximately 60% of this amount was received from federal agencies for various projects.

Statement of Activities for the Year Ended June 30, 2010

Functional Expenses

Energy Policy	\$ 959,152
Environment & Natural Resources	4,847,434
Public Lands	238,859
Regional Development	27,231
Washington, D.C. Operations	258,456
Administration & Development	983,868
TOTAL	\$7,315,000

Revenues

Membership Dues	\$ 578,000
Federal Contracts	3,901,322
Grants	1,900,285
Sponsorships & Registration Fees	1,119,644
Interest Income	231,028
TOTAL	\$7,730,279

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

WGA Staff Council 2010 - 2011

The WGA Staff Council comprises the chief of staff or top policy advisor 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

Mark Robbins

American Samoa

Mr. Motu La'au Seui, Jr.

Arizona

Kevin Kinsall

California

Brian Turner

Colorado

Doug Young

Guam

Sirena Ramirez

Hawaii

Amy Asselbayer

Idaho

John Chatburn
SAC Chair

Kansas

David Kensinger

Montana

Mike Volesky

Nebraska

Lauren Kintner

Nevada

Ryan McGinness

New Mexico

Brian Moore

North Dakota

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Oklahoma

Andrew Silvestri

Oregon

Richard Whitman

South Dakota

Jim Soyer

Texas

Terry Zrubek

Utah

Robert Spendlove

Washington

Mark Rupp
SAC Vice Chair

Wyoming

Shawn Reese

Western Governors' Association Staff

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Shanna Brown, *Director, Washington, D.C. Office*

Patrick Cummins, *Program Director - Western Regional Air Partnership, Air Quality Initiative*

Linda Davis, *Financial Manager*

Karen Deike, *Communications Director*

Rich Halvey, *Program Director - Energy*

Thomas M. Iseman, *Program Director - Water, Drought and Climate Adaptation*

Deborah Kinsley, *Administrative Assistant*

Sarah Lang, *Grants Administrator*

Margo Ling, *Accounting and Administration*

Toni McCammon, *Office Manager/Executive Assistant*

Christopher McKinnon, *Program Director - Information Technology, Education, Health Care, International Affairs and Transportation*

Tom Moore, *Program Manager - Air Quality*

Alex Schroeder, *Program Director - Radioactive Waste Transportation and Transportation Fuels*

Ann Walker, *Program Director - Forest Health, Biomass, Invasive Species*

Madeleine West, *Program Manager - Wildlife Corridors and Crucial Habitat, Climate Adaptation and Energy*

Carlee Bown, *2011 Intern*

Gideon Tolman, *Idaho Governor's Office George S. Mickelson Fellow*

Western Governors' Association
2011 Annual Meeting



Coeur d'Alene, Idaho
June 29 – July 1, 2011