

1. **How would you describe the proper role of government?**

As Ronald Reagan did, I believe that government should “work with us, not over us; to stand by our side, not ride on our back. Government, can and must provide opportunity, not smother it; foster productivity, not stifle it.” I believe that in most cases the Government’s involvement creates more problems than it solves and that the best type of Government is the one closest to the people.

I want to empower all 99 town and 23 counties in Wyoming with the freedom to make their own future.

Government should create an environment where the private sector can thrive.

Just as Wyoming yearns to break free from the yoke of federal regulation, I want to empower all 99 town and 23 counties in Wyoming with the freedom to shape their own future.

Towns and counties should have more autonomy over their taxes, the local school boards should continue to be responsive to the needs of teachers, parents and students, and the chambers of commerce should have the freedom to inspire their local economies.

2) **How would you describe your role as a Republican elected official in our constitutionally defined form of government?**

As the Governor of Wyoming, my job is to work hard to secure the future prosperity of Wyoming families. Working with the legislature and local communities, we’re charged with creating an environment for successful education, public infrastructure and public safety in the most efficient and cost-effective manner possible.

3) **Describe your core values.**

To succinctly state my core values they could be articulated as pro-business, pro-small government, pro-free market, pro-gun, pro-life, pro-family.

Growing up in a small town in northern Wisconsin of 5,000 people allowed me to develop a sense of community with people of all economic strata.

The richest guy in town was a Mobil gas station operator and the undertaker, and I developed a huge respect for the hard work of those in my community, particularly the farmers who barely took vacation and were confronted with a responsibility of milking cows every morning and every night. Half the kids I went to school with lived and worked on farms.

My sensitivity to financial responsibility and the value of a dollar was inculcated by my mother who dropped out of school in the eighth grade to pick cotton to save the family farm.

When we were growing up she would never buy store bought food because it was "too expensive." Periodically she, my brother, and I would butcher a couple dozen chickens in our basement and put them into the freezer and the next day several bushels of corn.

This has caused me to be a fiscal conservative and sensitive to the extravagance of government spending which oftentimes is completely insensitive to what the taxpayer would spend if given the opportunity to decide.

I've always been committed to the dream of what America represents where all people are treated equally and as a 17 year old high school student was named to the Youth Advisory Board of the Governor of Wisconsin's Human Rights Commission. In that role I confronted the seven motel owners in my home town as to why they were not accommodating blacks and Jews in their motels but sending them up the road to a motel in Spooner which would.

I respect life in all of its stages including the tiny little girl in her mother's womb who is growing minute by minute to become a part of our nation when she is birthed.

I was impressed by the answer a husband was given as to why he visited his wife who was in an Alzheimer ward and didn't know who he was when he visited her, and the husband responded, "She might not know who I am, but I know who she is."

I've been a huge contributor of pro-life organizations including a six figure donation to help fund Rick Santorum's efforts on the partial birth abortion ban.

After burning through five marriage counselors and being distant from my four children, the decision to invite Jesus to become the Chairman of the Board of my life impacted the way I interacted with people and managed my business. I consider myself a servant to the people what were on my team and needed to be committed to their success and well being.

So many Biblical verses have shaped the management techniques when building my business from \$800 of accumulated leave pay to as much as \$15 Billion of money under management. Ideas like hate sin but love the sinner, never return evil for evil, and always consider other people more important than yourself.

4) Where do you place yourself on the political, ideological spectrum?

I am socially and fiscally conservative, and a proponent of Founding Father's values. I believe in individual responsibility and resist governments intrusion into our lives through regulation and taxation.

5) There is a nationwide push that has now come to Wyoming for the creation/expansion of protected classes in the form of additional anti-discrimination laws. Considering that Article 1, Section's 2 and 3 of Wyoming's Constitution respectively state:

"In their inherent right to life, liberty and the pursuit of happiness, all members of the human race are equal." and, "Since equality in the enjoyment of natural and civil rights is only made sure through political equality, the laws of this state affecting the political rights and privileges of its citizens shall be without distinction of race, color, sex, or any circumstance or condition whatsoever other than individual incompetency, or unworthiness duly ascertained by a court of competent jurisdiction."

What, if anything, should Wyoming do in this arena?

Nothing needs to be done.

The Wyoming constitution says it all and communities around the state have done a good job of ensuring equal rights for all. The fact that the town of Laramie enacted a non-discrimination ordinance in 2015 and not a single complaint has been filed so far reflects that existing non-discrimination laws appear to be working. We all need to extend efforts to build on the kindness that exists in Wyoming and not allow isolated incidents to characterize our state and our people in a negative way.

The recent Supreme Court ruling also embeds the notion that discrimination cannot be part of our culture but at the same time religious freedom is a sacred feature of our land.

6) What are your thoughts about funding and cultivating Wyoming's K-12 education?

Wyoming's school system has been a point of pride for decades. Last year, Education Week ranked Wyoming the 7th best state in the country. Continuing that tradition is important to a prosperous future.

I stand on the shoulders of my grade school teachers, the most important part of our educational system. We have to ensure as much of the taxpayer dollars are going

towards our teachers and our students as possible. A school without great teachers is akin to a beautiful hospital with no doctors.

Part of attracting high paying jobs to Wyoming is a world-class educational system, from K-12 to our vocational schools and colleges. The legislature's decision to add Computer Science to the required curriculum this year is the perfect example. Having young coders and engineers will provide the well-educated workforce for which modern companies are looking.

If honored to be your Governor, I will work to match our world-class colleges and vocational centers with businesses to create programs to complement their specific needs. Our state has lost 60 percent of its 18 to 25-year-olds. Our resources are exported to other states and along with them, our kids, and their jobs.

I'll put Wyoming first. Together, let's give our young people a reason to stay to work and raise their families here!

7) Are you familiar with, and do you generally support or oppose, the Wyoming Education Association's position statements and legislative platform?

I do not support teachers' unions. Tenure works against having the best educational effort.

The former president of the American Teacher's Federation, Albert Shanker, infamously said, "When school children start paying union dues, that's when I'll start representing the interests of school children." The parent is the ultimate customer of the educational system.

8) What is your position on federal management of public lands in Wyoming?

It is in our interest as Wyoming citizens to keep federal lands under federal control. The risk of forest fires is very real, and it's better to have the federal government pick up those expenses.

Fortunately, God blessed Wyoming with such bountiful land that we can have it all. Certain areas should be restricted from mineral extraction and preserved if they are pristine hunting areas or scenic areas, but we can also open up new areas for mineral developments that will help boost our economy..

Having the federal government control and own the lands, but allowing for greater access to use them is similar to being able to borrow our brother-in-law's cabin for a two-week vacation, but if it needs a new roof, that's his problem.

The contacts I have built by meeting with a dozen governors quarterly and with cabinet officers as a result of my support of conservative Republican causes could be harnessed to influence these decisions.

The Trump administration is different than the Obama administration and we have incredible opportunities to explore new solutions and new deals for Wyoming..

9) What is your view on the Federal debts/deficits and Wyoming's budget gap between proposed spending and revenue as they impact on our nation and state, and how will you address them as an elected official. What do you think about raising taxes to meet our state's projected budget shortfall?

Trimming expenses is preferable to raising taxes.

If Wyoming's natural resources are given a fair chance they have the economic potential to support this state, without raising taxes, for generations to come. But we must streamline the permitting process, reduce burdensome federal regulations and reduce the size of the budget.

It will be easier to get an additional 10 percent of revenue from our oil, gas, agriculture, and tourism than trying to create another 10 percent of revenue from an entirely new source. If we can adjust the size of the budget to survive the inevitable bust years, during the boom years we can put the additional money into savings.

As for reducing the size of the budget, opening the state's books and simplifying the budget is essential. With a clearer view of how our money is being spent, we can hold our elected officials accountable and work together to reorganize and shrink the budget to avoid any debt.

While managing over \$15 billion dollars, I knew where every dollar went. In order to stabilize and streamline the state budget, we have to know where your tax dollars are going. If honored to serve as your Governor, I will work with the legislature to have Wyoming open the books and join the 47 other states that have full transparency. We will stop the practice of no-bid contracts and instead decide what spending is "necessary" and what is "nice."

What little information they did turn over, however, showed that the Department of Education spent \$35,000 on a magician during a STEM conference and \$15,000 for a documentary on Dutch Hop dancing. I doubt the waitress, the truck driver, the welder, or the miner would approve of this spending.

10) Do you support or oppose an income tax for Wyoming? Why?

I oppose an income tax, as the absence of it is one of the keys draws for entrepreneurs to open businesses in Wyoming.

11) Do you support continued state funding to cities, towns, and counties?

The state legislature earmarked \$105 million in each of the last two budgets to help all 23 counties and 99 towns throughout Wyoming. While that money is very important funding, often used to keep up with infrastructure costs, if municipalities were given more autonomy in how they tax themselves, they could easily replace the state subsidies and become more self-sufficient.

While I support the option to increase municipal taxes that pay for services within that community, as a firm believer in local control, any additional taxes would have to be approved by the local electorate before being enacted.

12) When it comes to the state budget, what are your priorities? For example, Transportation, Education, University of Wyoming, Community Colleges, Agriculture, Department of Health, Game & Fish, etc.?

First priority is make sure we get the budget under control, followed by Health care,,, followed by education.

Our number one focus has to be on creating a pro-business, pro-job environment.

13) In what instance(s) should the federal, state, or local government restrict the right to carry arms?

Every square inch of America is protected by the 2nd amendment. I do not believe in limiting citizens rights to protect their lives and the lives of their families. A patchwork of different gun laws can create confusion for gun owners and to create soft targets in "gun free zones."

The answer to shootings, large scale or suicide is not to take guns away from law-abiding citizens but to more effectively address mental health and spiritual issues.

14) For many years now, federal bureaucratic and regulatory actions are often initiated against Wyoming residents for issues related to what have been standard agricultural or energy production practices for decades but now deemed recently as incompatible with federal policy by administrative

edict. How would you as an elected official respond to instances of federal overreach?

The election of Donald Trump has removed the issue of government overreach in a significant way. I would continue to support his efforts to roll back regulation and applaud his tax plan which slashed federal taxes dramatically.

As an elected official I would see my responsibility as building the bridge between federal and state as opposed to attacking the federal government which is now for the first time in maybe even decades truly on the side of the states and the individual tax payer.

I would continue to work on the efforts of my past efforts to have Medicare and Medicaid block granted to the states and with my relationship with Republican Governors with whom I meet four times a year, usually about a dozen of them, I welcome the opportunity to coordinate with examples like my friend Governor Butch Otter who as a state official strikes a deal with the federal government to manage beetle kill with no change in ownership of the state versus federal lands, but harvest the beetle kill under his management and splits the profits with the federal government and the state of Idaho.

President Trump needs help, however, in developing public support behind some of his initiatives to decrease federal overreach as there is a deeply embedded bureaucracy in "The Kingdom of DC" which impedes his efforts.

As an elected official I would have a platform to rally public support for reducing such overreach, coordinating with Senators Enzi and Barrasso and Congresswoman Liz Cheney in the process.

15) Have you reviewed the 2018 Platform and Resolutions developed at the convention by the Wyoming Republican Party? YES

16) It is the rare Republican who agrees with our Platform 100%. Article 1, Paragraph 3 of the 2018 Bylaws of the Wyoming Republican Party defines the role of the Republican Party as:

3. Role

1. The role of the Wyoming Republican Party is: to recruit citizens to join the Republican Party; to establish the Platform of the Wyoming Republican Party; to achieve the election of Republican candidates who substantially uphold the platform of the Wyoming Republican Party and to conduct the business of the Wyoming Republican Party.

What is your definition of the word “substantially”? Are there planks in the 2018 Platform with which you oppose to a level of non-support in legislation? Will you identify those during your campaign if asked by constituents?

I am candid about all my positions but want more study of TPP and Nafta Highway... I have not yet defined my positions but in all likihood when I do they will conform with our platform.