



Wyoming Republican Candidate Profile Questionnaire

Harriet M. Hageman, Candidate for Governor of Wyoming

1) How would you describe the proper role of government?

The proper role of government is to secure and protect our God-given constitutional rights. As stated in Article 1, Section 1 of the Wyoming Constitution: “All power is inherent in the people, and all free governments are founded on their authority, and instituted for their peace, safety and happiness....” Our government was thus instituted for our peace, safety and happiness. Government should focus upon those foundational principles and, in order to do so, must be transparent, effective, accountable, responsive and responsible. The proper role of government is to provide those types of services (such as roads, basic infrastructure, public safety, education, etc.) that cannot be provided by the individual or the private sector.

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

My role as a Republican elected official is to make sure that my administration adheres to the Wyoming and United States Constitutions. I must stay within the boundaries of my defined duties and responsibilities. As Governor, for example, it is not within my job responsibilities to legislate – either through executive order or through the auspices of rulemaking -- but to execute and enforce the laws properly adopted by the legislative branch.

On March 15, 2018 I issued extensive Policy Positions, many of which are directed to my view of government and governing philosophy. It is my belief that we must practice good government in all branches, in all agencies, and in all aspects of governing. Further:

- Wyoming citizens are entitled to a cost-effective, efficient, responsible, and responsive government.
- Our government must be held accountable to the citizenry that it was created to serve.
- We need evidence-based governance. Our public servants, including the Governor, must be able to show that we can and will succeed at fixing an identified problem.
- We must have a government that is proportionate in size to our population.
- Ensuring that our government is transparent is one of the most basic obligations of public servants, and we cannot waiver on that commitment. We must ensure that the Governor’s office and our state agencies are transparent in their work and how they spend money.



- We must make our budgeting process and budget more transparent and less complicated.

3) Describe your core values.

Honesty, integrity, courage, compassion, kindness, strength, hard work, dedication, faith, and family. I am a strong constitutionalist, and believe in effective and results-oriented government.

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

Conservative Republican

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?

We must adhere to and enforce both the federal and Wyoming Constitutions as well as our statutes. I do not believe that we should create or expand the “protected classes.” Wyoming should not pass those anti-discrimination laws being pushed for on the national scene. We must instead challenge anyone who attempts to turn what is clearly a social justice agenda into an economic issue.

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

Education is very important to me. I come from a long line of educators and know as well as anyone the importance of a good education. I have succeeded in large part because of the skills and dedication of my K-12 teachers and the education that I received in Wyoming. We must publicly support and fund education, but we must do so wisely, and with a recognition that the bedrock of our society is the family. We must ensure that we spend our dollars on the classroom, on students and on ensuring that we have the best teachers in the Country.

We must pursue an age-appropriate curriculum to prepare our students for each successive step in their lives. We must continue to look for and do away with wasteful spending in education.



We must make sure that American and Wyoming History are accurately taught, and we must fight back against indoctrination and the so-called “social justice” approach to educating our students. I support the teaching of our State and Federal Constitution, as well as the importance of the Bill of Rights, and the inherent recognition that our rights do not come from government, but from God, and thus cannot be taken away by the government.

I have addressed education in my Policy Positions. More specifically:

- I support our K-12 education, our Community Colleges, and our University of Wyoming, and in fact received an excellent education from all of these institutions.
- We must ensure that our students are well educated. We must do so in a cost-effective and efficient manner.
- We must be more open and transparent in relation to education funding, including how the money is spent.
- We must reduce the costs associated with overhead and administration.
- Our school dollars should be focused upon the classroom, including providing adequate teacher pay and benefits to attract and retain the best teachers in the Country.
- We must ensure that our students – our future leaders – understand our foundational documents and our history so that they are prepared to lead, to protect our Republic, and to protect our individual liberties. With the aid of our Wyoming Supreme Court, our Law School, our legislators, and our educators, we will strive to develop a curriculum for our High School students that emphasizes these principles. Such students should be sufficiently proficient in these topics to pass a test formulated to evaluate their knowledge.

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

I am not particularly familiar with their statements or legislative platform.

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

I believe that Wyoming can manage the lands better than the federal government. If we continue to debate this issue from the extremes, however, the status quo will prevail, and we will be unable to move forward with real and effective resource management. I have addressed this topic in my Policy Positions, and have proposed the following pilot program:



- The federal government owns approximately 30,000,000 acres of land within the State of Wyoming, or 48.2% of our surface estate.
- The decisions made by federal land management bureaucrats in Washington, D.C., have caused, among other things, the incidence of ever-increasing catastrophic wild fires, the pine beetle outbreak, destruction of our National Grasslands, the closure of roads and trails providing access to these lands, and reduced financial returns to the American public. The federal government has shown itself to be less than effective at managing these natural resources, causing substantial environmental degradation in the process.
- There are many groups that will fight with every resource at their disposal (including in some cases federal funds) to prevent us from implementing new land-management techniques to address these problems – no matter how poorly managed those lands currently are. There are others who talk of Wyoming “taking” these lands through almost any means necessary. So long as we are debating this issue on the extremes – the two polar opposites – nothing will be done, and the status quo will prevail, to the long-term detriment of our environment, our local communities, our citizens, and our state.
- Rather than working from the extremes, we must find a middle ground from which to move forward, such as identifying approximately 1,000,000 acres within the state (1/30th of the federal holdings), for alternative management and treatment, with the state taking control of – and being entitled to all income generated from – such lands to show that we are not only better at protecting their environmental attributes, but that we can do so at a lower cost than currently incurred by our federal agencies, while also improving access. It is only through an incremental approach that we will eventually succeed at addressing and resolving these land management issues.
- Wyoming must be more aggressive in demanding more access, more use, and more income from federal lands and federal minerals within our borders.
- Wyoming should work with the United States Forest Service to reduce the risk of catastrophic wildfires, including implementing emergency forest management techniques to remove undergrowth and dead trees.
- We must ensure that our state lands are properly managed.
- We must find a solution to land-locked parcels to ensure that we are able to access, use, and generate income from our property.



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?

Our federal government has far exceeded its authority by attempting to insert itself into all aspects of our lives, and Washington D.C., has the deficit and debt to show for it. The United States Debt Clock shows that the federal debt as of July 6, 2018 to be a bit over \$ 21 trillion dollars (\$21,192,749,000,000). I find this level of federal debt and ongoing deficit spending to be one of the most destabilizing and potentially catastrophic developments in modern history. Congress has, for example, used its ability to deficit spend to cover up a lot of really bad policy. This level of debt and spending is nothing short of immoral.

Wyoming has also overspent, especially in the last fifteen years. Wyoming currently has a structural deficit of \$ 1.15 billion dollars. Unlike the federal government, however, Wyoming cannot print money, and it is unconstitutional for our State to spend more than it brings in – we are legally required to balance our budget, and we cannot do so by spending money now that belongs to future generations. It is therefore necessary to address this situation quickly and effectively.

Anyone with a lick of sense recognizes that a government that spends money on things that it should not, eventually becomes incapable of spending money on those things that it should (water and sewer infrastructure, roads, etc.) – think California. Our government – at both the federal and State levels -- must reduce spending; we have no other choice. I do not favor raising taxes, and will oppose any such effort in upcoming legislative sessions. Rather than seeking to raise revenue through increased taxes, our government must instead become more nimble and more cost-effective at providing services.

Our budget has been identified as one of the most complicated in the nation. I think that is wrong and I believe that it accounts for the financial situation in which we find ourselves. An effective government is one that is transparent and our budget is anything but transparent. We must also prioritize our spending – focusing on those core government services that the State should provide. We should also look to the private sector to do the rest.

I have summarized my view of overspending and taxes in my Policy Positions:

- **WE MUST CONTROL SPENDING, NOT RAISE TAXES**
 - The State of Wyoming should not be spending more money than it takes in.
 - Any discussion of raising taxes creates uncertainty in the business community, hinders our ability to attract new industries, and stifles job growth.
 - We must bring our spending in line with our revenues.
 - We cannot use one-time or “windfall” funds to meet long-term spending obligations.



- States that do not overspend, who keep taxes low, and provide for a competitive business climate attract more businesses than those that follow a tax-and-spend model.
- Attracting more businesses for the benefit of our citizens should be our goal; not finding ways to generate more tax revenue for the state.
- There are simply not enough people in Wyoming who would pay an income tax to generate sufficient revenue to fund our government, especially in light of Article 15, Section 18 of the Wyoming Constitution.
- We must fix our structural budget deficits in order to ensure that our children and grandchildren do not suffer for the decisions that we are making today. It is immoral to burden future generations by prolific government spending.

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

I oppose a state income tax for Wyoming.

First, our government is too big – with Wyoming having the largest government of all fifty states.

Second, we have the ability to cut additional spending.

Third, we do not have a large enough population base to generate sufficient revenue through an income tax.

Fourth, a “Wyoming IRS” would be costly, complicated, and grow government.

Fifth, a personal income tax would not generate the money needed to make up for the current shortfall, or future shortfalls if we continue to spend at the current pace.

Sixth, our largest corporations are primarily concentrated in the energy industry. Any corporate income tax would thus be paid primarily by the very same industry groups that currently pay our severance taxes. While people lament the “boom and bust cycle” of these commodity-based businesses, the same problem would plague income tax receipts, with such tax revenue being depressed during every downturn.

Seventh, any corporate income tax would hit our small businesses and families hard (with such tax being “passed through” to the individuals).

Eighth, we need to rethink the role of government in our lives, and seriously consider the size and scope of government. Raising taxes prevents us from having that discussion.

Ninth, it is unhealthy to continuously grow government at all costs. The bigger the government grows the worse that it serves the people it was created to serve. The more money the government takes the less money there is left for the citizens to spend as they see fit.



Tenth, Article 15, Section 18 of the Wyoming Constitution provides that “[n]o tax shall be imposed upon income without allowing full credit against such tax liability for all sales, use, and ad valorem taxes paid in the taxable year by the same taxpayer to any taxing authority in Wyoming.” This provision obviously makes an income tax little – if any – benefit in the bigger picture.

President Reagan said it best: “Government does not tax to get the money it needs; government always finds a need for the money it gets.”

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

In 2006 the Wyoming Legislature removed the sales tax on food. This had a substantial and immediate impact on our local communities and their ability to generate revenue to provide services to their citizens. The Legislature indicated at the time that the cities and towns would be kept whole, and I believe we must honor that commitment. Our cities, towns and counties are some of our primary service providers in this State – being closest to the people. They provide the very basic necessities such as water and sewer services, street maintenance, and law enforcement personnel. Certainty and stability are incredibly important to our local communities. We must ensure that their source of income is stable and secure. I seek to work with the cities, towns and counties to develop a funding model that provides such certainty and stability.

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.?

Protecting and implementing the core mission of each of these agencies and entities is a priority for me. At this time, however, my biggest priority must focus upon ensuring transparency in our government and in our budget. I believe that it is critically important that we go through the budget to assess spending priorities and the needs of our citizens. Transparency, effectiveness, accountability and efficiency are all attributes of good government. Ensuring that each and every government agency carries out these attributes will help us to address our budget deficit.

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

I believe firmly in the Second Amendment of the United States Constitution and Article 1, Section 24 of the Wyoming Constitution. I promise to adhere to that as Governor of this great State.



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?

This is one of the primary reasons as to why I made the decision to run for Governor of Wyoming. I am the lone candidate with the expertise, knowledge, experience, and record to address this issue. I have fought against the EPA and won. I have fought against the United States Forest Service and won. I have fought against the BLM and won. I have fought against the United States Fish and Wildlife Service and won. I have traveled the country for over ten years speaking about the problems with “Regulation Without Representation,” and am a nationally-recognized expert on federal regulations, overreach and reform.

We must fight for and demand fundamental regulatory reform in the United States. Such reform will only come through the States. I do not believe that Congress is going to fix this mess that has been created. We therefore need a leader – that one Governor – who understands these issues and how to fight against them. I am that candidate.

As stated in my Policy Positions:

- **WE MUST FUNDAMENTALLY REFORM THE REGULATORY STATE**
 - A government that is closest to the people is more accountable, more responsive and more effective
 - A government that is far removed from the people becomes unaccountable, less responsive, less responsible, less effective, more expensive, and more corrupt.
 - It is our elected representatives who are ultimately answerable to us. We must therefore make sure that they are the ultimate decision-makers; the ones who debate the bills and pass the laws. We must move away from the idea that state and federal regulators are empowered to adopt the type of rules that can crush our industries and destroy our economy.
 - Federal regulatory employees in Washington, D.C. have become largely unaccountable to the citizens who pay their salaries and for whom they work. We can no longer tolerate this situation.
 - We must have a full review of all regulations on the books. We must also impose a temporary moratorium on the adoption of new regulations in Wyoming (with the exception of those necessitated by an emergency). Such moratorium should remain in place until our review is complete and recommendations made for the repeal of all superfluous, outdated, and unnecessary regulations.



- We must ensure that our citizens have expedited access to the courts whenever civil or criminal penalties are imposed by a regulatory agency.

It is important to note that President Trump issued four important Executive Orders on regulatory reform soon after he took office. I believe that we have a window of opportunity to work with the current Trump administration to effectuate real regulatory reform. One aspect of that partnership will be to turn those Executive Orders into laws passed by Congress. I intend to work with other States, our congressional delegation and the Trump administration to push this through.

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

I have reviewed the 2018 Platform and Resolutions and I support them. I am in fact the only candidate that talks about the GOP Platform and Resolutions, and have discussed their importance as I have traveled the State.

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?

Substantially means nearly all the way. I agree that it will be rare you will find candidates, and even people, who agree 100% with the party 100% of the time. Agreeing with the what the party stands for and continuing to support to the party are critically important. Anyone who does not substantially agree with our Platform and our Resolutions should perhaps join a different party. There are not any of the Platforms that I oppose to a level of non-support in legislation. If I did not support a particular plank, I would identify it if asked.

Candidate: _____

Office Running for: _____

Candidate's Signature _____ Date: _____



NOTE: Your submission via e-mail (allda@gmail.com) will serve as a signature, or if you chose to send the hard copy back, please sign and return to:

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