

## 2007-2008 Annual Report



fisheries industries, as well as Alaska Native corporations, local communities, organized labor, and industry support firms. RDC's purpose is to link these diverse interests together to encourage a strong, diversified private sector in Alaska and expand the state's economic base through the responsible development of our natural resources.

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# Members

## Together, Growing Alaska

RDC members are essential to a strong Alaska economy. They play an important role in promoting responsible resource development in the state and are building a secure foundation for future generations to enjoy the same Alaska that we do today.

And it's not just who you think. Key resource developers, such as oil and gas, mining, timber, tourism, and fishing industries are all a fundamental part of RDC. But so are the Native corporations, local governments, labor unions, support sectors, retailers, financial institutions, utilities, air carriers, moving companies, hospitals, marketing firms, insurance providers, law offices, business journals, and economic development organizations. All recognize resource development is Alaska's backbone and key to a prosperous future. Our members are rig operators, drill helpers, whaling captains, tour guides, fishermen, loggers, and subsistence hunters. They are city managers, legislators, pipefitters, engineers, salespeople, bankers, pilots, truck drivers, nurses, journalists, publicists, brokers, lawyers, commissioners, caterers, travel agents, and photographers.

Imagine what such a group can accomplish. RDC helps its members to responsibly bring their projects to fruition by facilitating communication amongst diverse interests and encouraging our members to support one another. State and federal laws mandate a process that every industry must follow, whether it's mining, fishing, oil and gas, or others. We see participation by all parties to be the key to success with issues having differing interests. And at RDC, we are proud of what we've accomplished this year by linking such different people together to effectively and responsibly develop Alaska's resources. We're proud that we can ask a fisherman to discuss potential oil and gas leasing in the North Aleutian Basin. Proud we can consult with North Slope residents on the polar bear ESA listing. We pride ourselves on listening, and ultimately learning from one another.

RDC members have more in common than you'd think. Our diverse membership is our strength, and our members provide an objective outlook on Alaska resource development issues. RDC members are a team that recognizes the importance of sensible development by striking a solid balance between a healthy environment and a vibrant economy.

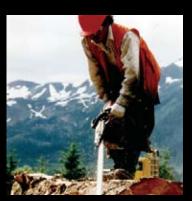
As Alaskans, we are all in this together.











## 2008-2009 Officers and Executive Committee



President Rick Rogers Chugach Alaska Corporation Anchorage



Sr. Vice President Wendy Lindskoog Alaska Railroad Corporation Anchorage



Vice President Phil Cochrane BP Exploration (Alaska) Inc. Anchorage



Secretary
Stephanie Madsen
At-Sea Processors
Association
Juneau



Treasurer Tom Maloney CH2M Hill Anchorage



Past President John Shively Pebble Partnership Anchorage

**Patty Bielawski** Jade North LLC Anchorage

Allen Bingham

Mikunda Cottrell & Co. Anchorage

**Marilyn Crockett** 

Alaska Oil and Gas Association Anchorage

**Steve Denton** 

Usibelli Coal Mine, Inc. Healy **Eric Fjelstad** 

Perkins Coie LLP Anchorage

**Jeff Foley** 

Calista Corporation Anchorage

**Stan Foo** 

Barrick Gold Anchorage

**Paul Glavinovich** 

Minerals Consultant Anchorage

**Craig Haymes** 

ExxonMobil Anchorage **Len Horst** 

Northrim Bank Anchorage

**Teresa Imm** 

Arctic Slope Regional Corp. Anchorage

**Tom Lovas** 

Energy & Resource Economics Anchorage

**Ethan Schutt** 

Cook Inlet Region, Inc. Anchorage

**Scott Thorson** 

Network Business Systems Anchorage **Cam Toohey** 

Shell Exploration & Production Anchorage

**Brian Wenzel** 

ConocoPhillips Alaska, Inc. Anchorage

**RDC Lobbyist** 

**David Parish** 

David Parish & Associates Anchorage

## A Transition of Leadership: John Shively Completes 5th Term as President . . .

After serving an unprecedented five consecutive terms as President of the Resource Development Council, John Shively will continue to serve on the Executive Committee and help guide the organization on public policy issues vital to Alaska's future.

A long-time Alaska business leader, John was recently named Chief Executive Officer of the Pebble Partnership. Previously, he served as Vice President of Government and Community Affairs for Holland America Line. He is a former Commissioner of the Alaska Department of Natural Resources, a former Chief of Staff to Governor Bill Sheffield, and served 17 years with NANA Regional Corporation. He was actively involved with NANA in obtaining the land selection rights for the area in which the Red Dog zinc mine is currently located.

Born and raised in New York, John moved to Alaska in 1965 as a VISTA volunteer. He has served on numerous boards over the course of his career, including the Alaska Permanent Fund, the University of Alaska Board of Regents and, most recently, the Climate Impact Assessment Commission.

In 1992, the Alaska Federation of Natives honored him with the prestigious Denali Award for his contributions to the Native community. He is an avid bicyclist and has been a fundraising leader and participant in the American Lung Association's annual Clean Air Challenge. John and his wife, AJ, have a daughter, Natasha.



## 2008-2009 Board of Directors

**Gregory Baker,** Westward Seafoods, Seattle Mayor Mark Begich, Municipality of Anchorage **Jason Bergerson, North Slope Borough, Anchorage Bob Berto**, Temsco Helicopters, Ketchikan John Binkley, Alaska Cruise Association, Fairbanks Mayor Bruce Botelho, City and Borough of Juneau Frank Brown, ZRB Resources LLC, Anchorage Al Burch, Alaska Draggers Association, Kodiak Patrick Carter, The Carter Company, Palmer James Cloud, Abacus Finance Ltd., Anchorage Steve Connelly, Wilder Construction, Anchorage **Bob Cox,** Crowley, Anchorage Paula Easley, Easley Associates, Anchorage Ella Ede, Three Parameters Plus, Inc., Anchorage Mark Eliason, US Travel, Anchorage Joe Everhart, Wells Fargo Bank Alaska, Anchorage Carol Fraser, Venture Development Group, Anchorage Becky Gay, Colville, Inc., Anchorage **Chuck Greene,** NANA Development Corporation, Kotzebue Scott Habberstad, Alaska Airlines, Anchorage Mark Hanley, Anadarko Petroleum, Anchorage Karl Hanneman, TeckCominco, Delta Junction Rick Harris, Sealaska Corporation, Juneau Tom Henderson, Coeur Alaska, Juneau **Becky Hultberg, Providence Health & Services, Anchorage** Bill Jeffress, SRK Consulting, Anchorage Mike Jungreis, Hartig, Rhodes, Hoge & Lekisch, Anchorage Mayor Dianne Keller, City of Wasilla

Frank Kelty, City of Unalaska Kip Knudson, Tesoro Alaska Company, Anchorage **Tom Krzewinski,** Golder Associates, Anchorage John MacKinnon, Associated General Contractors, Anchorage **David Matthews,** H.C. Price Company, Anchorage Karen Matthias, Canadian Consul, Anchorage Mary McDowell, Pacific Seafood Processors Assoc., Juneau Ron McPheters, Laborers Local 347, Palmer James Mery, Doyon Limited, Fairbanks Mayor Denise Michels, City of Nome Lance Miller, NovaGold, Juneau **Jim Palmer,** The Palmer Group, Anchorage Tom Panamaroff, Koniag, Inc., Anchorage Lisa Parker, Agrium U.S., Inc., Soldotna Judy Patrick, Judy Patrick Photography, Wasilla **Debbie Reinwand**, Bradley Reid + Associates, Anchorage **Elizabeth Rensch**, Analytica Alaska, Anchorage **Keith Sanders,** Dorsey & Whitney LLP, Anchorage **Lorna Shaw,** Fairbanks Gold Mining, Inc., Fairbanks Ken Sheffield, Pioneer Natural Resources, Anchorage Keith Silver, NANA Management Services, Anchorage **Tiel Smith**, Bristol Bay Native Corporation, Anchorage **Robert Stiles, DRven Corporation, Anchorage** Jeanine St. John, Lynden, Anchorage John Sturgeon, Koncor Forest Products, Anchorage Jim Taro, Southeast Stevedoring, Ketchikan Mayor John Williams, Kenai Peninsula Borough John Zager, Chevron, Anchorage

## . . . Rick Rogers elected 2008-2009 President



Rick Rogers currently serves as Vice President of Lands and Resources with Chugach Alaska Corporation. Prior to joining Chugach 11 years ago, Rick filled various roles in the Alaska timber industry, including Senior Forester for the University of Alaska's land trust office; as a consultant to private landowners and timber purchasers; as Tribal Forester for Metlakatla Indian Community; and as a Forester for the State at Icy Bay and Ketchikan.

Upon earning his Bachelor of Science in Forestry from the University of Illinois, Urbana, Rick was drawn west working in Idaho and Utah before settling in Alaska in 1981. He cut his teeth in arguably the most remote logging camp in Alaska, preparing timber sales and overseeing harvest operations at Icy Bay on Alaska's gulf coast. While not known as a hot spot for meeting women, here Rick met Phyllis, to whom he has been married for 24 years. They have two daughters, Heidi and Emily.

Having witnessed firsthand the erosion of what was once a very robust timber industry in Alaska, Rick feels strongly that Alaskans must be vigilant in promoting sound public policies affecting resource industries. To contribute toward that effort, in addition to serving as RDC's new president, he is a director of the Alaska Forest Association and has served on the Alaska Board of Forestry since 2003.

## Past Presidents 1975-2008

**John Shively** Holland America Line 2003-08

Charles W. Johnson Era Aviation 2002-03

Robert B. Stiles DRven Corporation 2000-02

> James Branch ExxonMobil 1999-2000

**Allen Bingham** Deloitte & Touche 1997-99

Scott L. Thorson Network Business Systems 1996-97

> Elizabeth Rensch Analytica Alaska, Inc. 1995-96

**David J. Parish** Exxon Corporation 1994-95 **James L. Cloud** National Bank of Alaska 1993-94

Paul S. Glavinovich Geologist 1992-93

**John Rense** NANA Development Corporation 1991-92

**Bill Schneider** Associated General Contractors 1990-91

> Ethel H. "Pete" Nelson Texaco, Inc. 1989-90

J. Shelby Stastny Ernst & Whinney 1988-89

**Joseph R. Henri** Southcentral Timber Development 1987-88

> **Boyd Brownfield** Frank Moolin & Associates 1986-87

Charles R. Webber 1983-86

Mano Frey Laborers Local 341 1982-83

Charles F. Herbert Geologist 1981-82

**Tom Fink** Schroer-Fink Insurance Agency 1980-81

James G. "Bud" Dye Lee Houston & Associates 1979-80

> Lee E. Fisher Coopers & Lybrand 1978-79

Robert Fleming & Robert Penney Founding Co-Presidents 1975-78

## Staff



From left to right are Marleanna Soto, Jason Brune, Carl Portman, and Deantha Crockett.

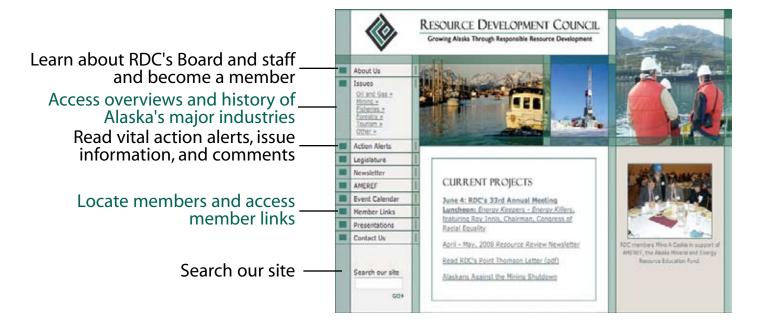
Jason Brune, Executive Director: Jason has been with RDC for eight years. He is a graduate of Carleton College with a degree in Biology. In addition, he has completed his Masters Degree coursework at Alaska Pacific University in Environmental Science. Leading the organization, Jason works to advance RDC's legislative agenda in Juneau as well as communicate RDC's well-thought out positions on state and federal issues affecting Alaska. Jason and wife Robyn have two children, Rowan and Bronwyn, and a black lab named Barney.

**Carl Portman**, *Deputy Director*: Carl has been with RDC for 27 years. Alaska-raised, he is a graduate of the University of Alaska Fairbanks with degrees in Journalism and Business Administration. Carl works on state and federal issues affecting our members, developing action alerts, writing comment letters, providing public comment, and keeping the membership engaged in these issues. He also helps coordinate fundraising for RDC's events and writes and edits RDC's newsletter, the Resource Review. Carl has a yellow lab named Maggie.

**Deantha Crockett**, *Membership Director/Projects Coordinator:* Deantha has been with RDC for three years. A lifelong Alaskan, she was one of the 55 delegates to the Conference of Young Alaskans and will be completing her degree in Political Science from the University of Alaska Anchorage this fall. Deantha works diligently to recruit and retain individuals and companies to RDC's diverse membership. In addition, she researches and writes comments for state issues affecting RDC members, delivering public comment when needed. She also oversees development of the Annual Report. Deantha has a chocolate lab named Dalley.

Marleanna Soto, Projects Coordinator/AMEREF Development Director: Marleanna has been with RDC for one year. Born and raised in Alaska, she graduated from the University of Alaska Anchorage with a degree in Business Administration-Management. She oversees RDC's website, which boasts over one million hits per year, developing content and layout. Marleanna also develops comments and researches issues important to the RDC membership. She oversees fundraising for the Alaska Mineral and Energy Resource Education Fund (AMEREF), by coordinating the Coal Classic Golf Tournament, raffles, and corporate giving. Marleanna and Dan have a son, Alex, and two black labs, both named Joey.

## Over One Million Hits Annually and Growing



## Find links to . . .

- visit member pages
- contact staff
- view presentations and videos
- pay membership dues and invoices
- search our site
- read comment letters

- access action alerts
- find events
- RDC's policies and positions
- view current Board
- RSVP for events
- read current and past newsletters

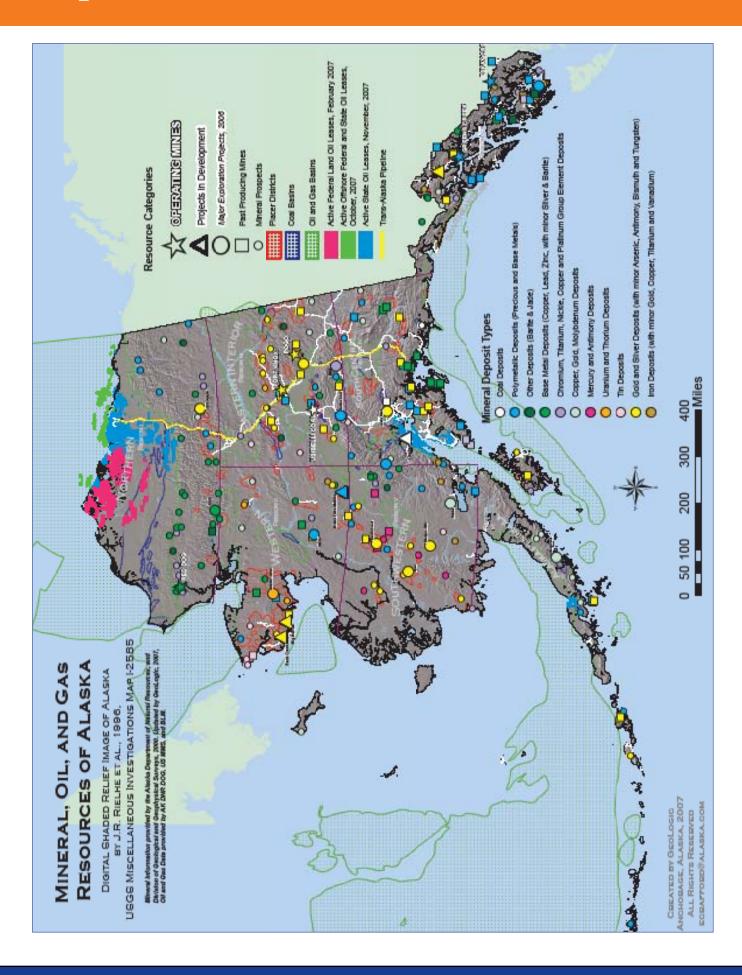


RDC's newsletter, the *Resource Review*, is available in electronic format (from 1978 to present)

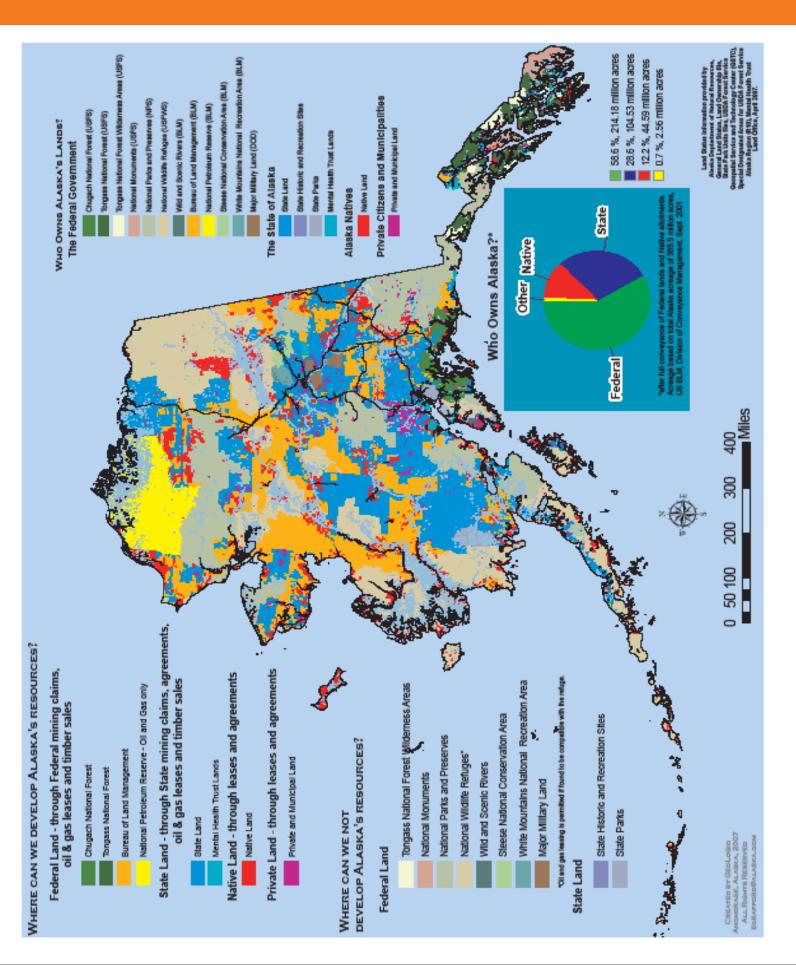
Newsletters cover a wide range of issues and events, including guest opinion columns from industry and government leaders across America.

All of this and more at www.akrdc.org

## Map: Resources of Alaska



## Map: Alaska Land Status



## **Advocacy**



## Gas Pipeline

Since its inception, RDC has advocated for the commercialization of Alaska's North Slope gas resources. We submitted thoughtful comments and testified before the legislature on the Alaska Gasline Inducement Act (AGIA). RDC also prepared comments specific to the TransCanada AGIA application and ConocoPhillips' and BP's Denali Project. In addition, RDC submitted comments in support of the Point Thomson plan of development. We will remain engaged as the Legislature considers these vitally important proposals.

## State Fiscal Policy

RDC has long advocated for a comprehensive, responsible, and long-range state fiscal plan. Indeed, in order to encourage new businesses to invest in Alaska, it is imperative Alaska has its fiscal house in order and show it is open for business. RDC also actively advocates for equitable and stable tax and royalty structures.





## Kensington

Alaska's Kensington gold mine has gone through multiple Environmental Impact Statements and spent millions of dollars on environmental studies and engineering plans. Over the years, RDC has submitted numerous comment letters, given testimony, and engaged our membership in doing the same. Most recently, litigation stopped Kensington from moving into production. This litigation has worked its way through the system and is currently being considered for review by the U.S. Supreme Court. RDC has signed on as an amicus (friend of the court) with the Pacific Legal Foundation in support of Kensington.

### **Tileston Award**

RDC joined with the Alaska Conservation Alliance to create the Tileston Award in honor of organizations, individuals, and/or businesses that create solutions and innovations advancing both economic development and environmental stewardship. The award recognizes two long-time Alaskans, Peg and Jules Tileston, who worked on seemingly different sides of conservation and development issues but who always agreed "that if it is in Alaska, it must be done right!" The initial recipient of the award was the Alaska Board of Forestry, recognized at a reception at the Alaska Municipal League's Communities Conference on Climate Change.



Photo: Anchorage Daily News



## **Endangered Species**

The Endangered Species Act (ESA) is increasingly being used to shut down development opportunities in Alaska. Over the course of the last year, RDC has been highly engaged in ESA issues. RDC has submitted technical comments, provided public testimony, issued action alerts, and engaged our membership on proposed ESA listings of polar bears, Cook Inlet beluga whales, Lynn Canal herring, yellow-billed loons, Steller sea lions, North Pacific right whales, and others.

### Mining Shutdown Ballot Initiatives

Newly-proposed ballot initiatives threaten serious harm to Alaska's mining industry. RDC has worked closely with its members to educate Alaskans on the importance of mining to the state and the rigorous permitting process and environmental oversight already in place. RDC encourages its members to become fully educated on the initiatives prior to voting in the August, 2008 primary by visiting www.againsttheshutdown.com.





### **AMEREE**

Founded in 1982, the Alaska Mineral & Energy Resource Education Fund (AMEREF) is a non-profit partnership between the Department of Education and private industry. AMEREF's mission is to provide Alaska's students with the knowledge to make informed decisions relating to mineral, energy, and forest resources. AMEREF provides educational materials, in the form of Alaska Resource Kits and training to Alaska's educators at no cost. RDC staff coordinates AMEREF's corporate donations and annual fundraisers, including the Coal Classic Golf Tournament, numerous raffles, and matching grants. Executive Director Michelle Brunner joined AMEREF in May 2008. For more information, visit www.ameref.org, or email kits@ameref.org.

## **Workforce Development**

RDC recognizes Alaska's resource industries will face a severe labor shortage in the coming years. Through participation in and sponsorship of the Putting Alaska's Resources to Work (PARW) Coalition, RDC remains engaged in meeting this challenge. The PARW coalition is broad based and combines the expertise of educational institutions, industry, labor unions, and vocational training centers to ensure Alaska's workforce needs are met as more development opportunities come to fruition. The coalition identifies expected workforce needs, training to fill those needs, and placement of trainees in Alaskan jobs.



## Other Important Issues

RDC developed comment letters, action alerts, and/or provided public testimony for each of the following additional issues in 2007-2008: Red Dog Mine Aqqaluk Project, Pebble Project, OCS/NPR-A oil and gas leasing, Tongass Land Management Plan, Sealaska Lands Bill, Yukon Flats land exchange, Mat-Su gravel mining ordinances, Tulsequah Chief project, Usibelli Coal Mine expansion, EPA vessel discharge permits, state NPDES primacy, ballot initiative reform, Port of Anchorage expansion, Rapanos Clean Water Act jurisdiction guidance, Port MacKenzie Rail expansion, Essential Fish Habitat, Magnuson-Stevens Act Reauthorization, Knik Arm Bridge, cruise ship initiative reform, proposed fish and game refuges in Southwest and Interior Alaska, and much more!

## **Breakfast Meetings**

Informative breakfast meeting forums were held the first and third Thursday of each month, September-May at the Petroleum Club of Anchorage. Attendees were able to learn about hot resource development issues and network with their peers. A list of past speakers, copies of presentations, and meeting materials are available on the RDC website.





## **Annual Meeting Luncheon**







RDC's 32nd Annual Meeting Luncheon, "Developing Our Resources While Honoring The Past," featured Marie Greene of NANA Regional Corporation, Matthew Nicolai of Calista Corporation, and Bobbi Quintavell of Arctic Slope Regional Corporation. One of RDC's two fundraisers, the 2007 program sold out with over 660 attendees. A list of our generous sponsors, as well as copies of speaker remarks and the event program can be found on the RDC website.

### **Annual Conference**

RDC's two-day conference, "Alaska Resources 2008" featured panels discussing issues of importance to Alaska resource industries, a trade show, VIP reception open to all attendees, and a raffle drawing and champagne toast at the conclusion of the event. The event was RDC's largest fundraiser and was attended by over 500 individuals. An overview of the conference, including a list of our generous sponsors, event agenda, videos of speakers, powerpoint presentations, raffle winners, and the event program can be viewed on the RDC website.





## Legislative Fly-In

The RDC Board of Directors travels to Juneau as a group each legislative session to meet with members of the Legislature and Administration to discuss issues of importance to RDC members. Issues discussed during the 2008 Fly-In included a long-term fiscal plan, AGIA, and the impact of ballot initiatives on the Alaskan economy. RDC's policy positions and energy policy recommendations are presented on pages 14-15.

## **Community Outreach Trip**

Each fall, the RDC Board and staff travel to an Alaska community to explore a range of industry-related issues. These trips help foster a greater understanding of local issues as RDC Board members meet with business leaders and tour local operations. In September, RDC visited the Mat-Su Borough and toured transportation, mining, agriculture, public works, and tourism operations. The Board came away with a very positive impression of the community and the industries that help support the local economy.





## Women In Resources Reception

RDC female Board members and staff hosted the Fourth Annual "Women In Resources" Reception for over 40 female legislators and administration officials. The attendees had an opportunity to network with each other and enjoy a casual and relaxing evening during the legislative session in Juneau.

## **Special Events**

Throughout the year, RDC holds many special events at the request of our members. Often these events are co-hosted with sister organizations such as the Alaska Oil and Gas Association, the Alaska Miners Association, the Alaska Forest Association, the Alliance, and the Alaska State Chamber of Commerce. This year we welcomed Minister Richard Neufeld from British Columbia, Congressman Don Young, and Anglo American CEO Cynthia Carroll to present to our members on resource issues. We also held forums on AGIA, the Denali Alaska Gas Pipeline Project, BP's Statistical Review, and the Business Roundtable on Climate Change.





## Coal Classic Golf Tournament in Support of AMEREF

RDC staff organized the 15th Annual Coal Classic Golf Tournament to benefit AMEREF. Goodie bags, prizes, and the chance to win a new car lured golfers to participate, but the real allure was the generous support for AMEREF (through golf teams, breakfast, lunch, beverage cart, hole, driving range, and other sponsorships). Volunteers from sponsor companies participated by selling Par 3 Poker cards, photographing teams, distributing snacks, and more, all on a beautiful June day.

## RDC Softball Team - 2007 League Champions!

Coached by Board president John Shively, RDC staff and members participated in the summer 2007 coed recreational softball league. Staff and members dominated the league and took home the championship plaque!



## 2008 Policy Positions

#### General Issues

### Fiscal Policy & Planning

- Advocate development of a comprehensive, responsible, and long-range state fiscal plan.
- Support equitable and stable tax and royalty policies.
- Support some use of the Permanent Fund earnings to help fund state government.
- Support development of a strategic economic development plan.

#### Access

- Advocate increased access to and across public lands for resource development.
- Advocate multiple-use of public lands.
- Continue to assert the state's rights on navigable waters and submerged lands.

#### Regulation/Permitting

- Encourage the state to promote and defend the integrity of Alaska's permitting process.
- Advocate dear, timely, and streamlined state and federal permitting systems based on sound science, economic feasibility, and protection of property ownership rights.
- Encourage the state to lower the costs associated with Alaska's permitting process.
- Support NPDES primacy for the State of Alaska.

#### Infrastructure

- Encourage the state to develop a prioritized transportation strategy that supports resource exploration and development activities.
- Encourage the state to develop a prioritized energy/power generation and transmission strategy that supports resource exploration and development activities.
- Support financially sound improvements and additions to the state's land, marine, and air transportation infrastructure, as well as the state's communication, power generation and transmission infrastructure.

#### Education

- Support growing the Alaska Mineral and Energy Resource Education Fund (AMEREF) program.
- Support initiatives to educate students and the general public on responsible resource development activities in Alaska.
- Support growing the state's emphasis on workforce development.

### Industry Specific Issues

#### Oil & Gas

- Support initiatives to encourage new exploration and development of Alaska's oil and gas deposits, as well as enhanced production from existing fields.
- Encourage public policy decisions to improve the commercial viability of developing Alaska's North Slope and Interior natural gas resources.
- Advocate for a tax policy which enhances the State of Alaska's competitiveness for exploration and development investments.
- Encourage methods to improve the commercial viability of developing Alaska's heavy oil resources.
- Educate and advocate for opening the coastal plain of the ANWR to oil and gas development.
- Support offshore oil and gas development and work to maximize benefits to Alaska through advocacy for federal revenue sharing and/or community impact assistance.

#### Energy

- Support simplified leasing and permitting of non-conventional fuel resources to encourage development of the state's resources and provide energy to local areas.
- Encourage development of new electrical generating and transmission systems to provide stable sources of electricity for economic development and existing electricity consumers.
- Support utilization of Alaska's coal resources for value-added industries and power generation in addition to export to international markets.

#### Mining

- Encourage new exploration and development of Alaska's mineral resources, as well as increased production from existing deposits.
- Advocate continuation and expansion of the airborne geophysical mapping program and the on-the-ground follow up work required to realize the full benefits of the program.

#### **Fisheries**

- Support fisheries policies that ensure access, markets and revenues for Alaska fishermen and coastal communities, and a healthy competitive environment for an Alaskan seafood processing industry.
- Support reduced fisheries waste and better utilization of Alaska fisheries resources, improved product value and development of new product forms.
- Support funding of fisheries and marine mammal research.

### Forestry

- Advocate a reliable and economical long-term federal and state timber supply.
- Support adequate funding and enforcement of the Alaska Forest Practices Act.
- Encourage funding of forest management initiatives that address long-term forest health and reforestation.

### **Tourism**

- Support increased and expanded tourism opportunities and improved visitor facilities throughout Alaska.
- Advocate additional aircraft landing sites and reduced restrictions on over-flights.
- Support amending the new cruiseship law to ensure compliance with federal tax restrictions, and avoid regulatory redundancy.





## **Energy Policy Recommendations**

The mission of the Resource Development Council is the responsible development of Alaska's natural resources. Many large natural resource development opportunities exist throughout Alaska. Adequate and reliable supplies of energy and delivery are fundamental to economic and responsible resource development throughout the state.

The following five barriers exist to successfully providing this development support. RDC's solutions to overcome these barriers follow:

#### **BARRIER**

Large rural resource development projects need power. Rural utilities do not have the means or security to invest in the power generation and therefore have an inability to accommodate risks to large projects. Risks are localized rather than regionalized.

#### **SOLUTION**

Assure fair returns on energy investments for both energy producers and purchasers and provide state security for making these investments.

#### **BARRIER**

Inequitable public funding distribution for rural energy grants.

#### **SOLUTION**

Re-examine funding formulas for rural energy grants and programs.

#### **BARRIER**

Independent interests on the rail belt energy grid are conflicting and inefficient.

#### **SOLUTION**

Establishment of a unified organization for the development and administration of generation and transmission delivery resources.

#### **BARRIER**

No clear rules for acquisition of non-utility energy resources.

#### **SOLUTION**

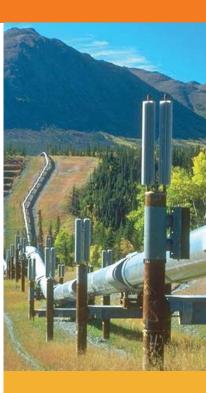
Establish a standardized payment methodology and acquisition criteria.

#### BARRIER

Implementation of state energy policy is inhibited by the inability to recruit and retain qualified energy professionals.

#### **SOLUTION**

Re-position energy professionals in exempt class.





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