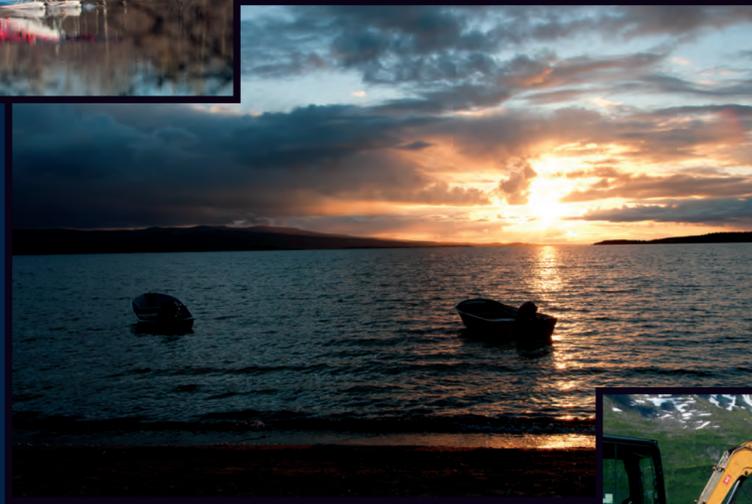


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Lieutenant Governor, Alaska (Ret)

Currently president and chief executive officer of Alaska Aerospace, Craig Campbell has a long history of leadership and public service. His background includes 35 years aerospace experience in the United States Air Force and Alaska Air National Guard, culminating as The Adjutant General, Alaska National Guard. His many years of public service includes both elected and appointed offices. Craig and his wife, Anne Marie, live in Eagle River. They have two daughters and four granddaughters.



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North to Alaska! North to the Future!

Alaskans are proud of their inventive and groundbreaking economic and scientific communities. Today, Alaska is in the forefront in aerospace; at a global crossroads for travel, shipping, and communications; at the cutting-edge in resource development and extraction while ensuring care for the natural environment; and among the vanguard in research and science. Alaska has a unique opportunity to increase its already significant stature in the global economy and is able to do great things for those who would build a future here.

The Great Land encompasses boundless natural beauty, from the panoramic views from the snow-capped peak of Mt. McKinley to the scenic shores of the Prince William Sound. There is so much to see and appreciate in this vast land: its windswept sand dunes, blue-topaz glaciers, lonely volcanic islands, tundra flowers blooming in the spring, masses of wildlife, and of course its friendly and forward-thinking people.

Alaskans have a wonderful zest for life. From the cosmopolitan bustle of Anchorage to the small-town ambience of Homer, there is a uniquely Alaskan feel everywhere. Alaskans appreciate the social, artistic, educational, and economic contributions that stem from a variety of different ethnic traditions, especially those of the Original Alaskans. And there is a little bit of the pioneer in everyone who lives in the Last Frontier. It seems to be the Alaskan way.

For Alaskans, the outdoors is an extension of home. Being outdoors for any reason, whether to pick lowbush cranberries or to participate in an extreme skiing event, is as necessary to an Alaskan as breathing. Whether one is an angler trying his or her luck fishing on the banks of the Kenai, or a hiker seeking solitude and inspiration at the foot of Denali, Alaska is a great state for the great outdoors.

Alaska: North to the Future, Volume V provides wonderful insight into Alaska as a wonderful place to live, to work, to do business. Enjoy!



LIMITED FIRST EDITION



A L A S K A

NORTH TO THE FUTURE - VOLUME V

The Publisher wishes to thank the Alaska State Legislature for its enthusiastic and unwavering support of this important ongoing statewide project, now in its 25th year. The *Alaska: North to the Future* Project helps the state compete in a local, national, and international marketplace for business, tourism, and jobs. The Publisher would also like to extend a special thanks to the Congressional Delegation Members for their continued interest and enthusiasm in supporting this initiative. The Publisher thanks the corporations and businesses, nonprofit organizations, state and federal agencies, and contributing communities for their support, as well as individuals too numerous to mention.

A very special thanks to Governor Bill Walker for his thoughtful and inspiring words about Alaska in the foreword.



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ISBN 9780971719293

Library of Congress Control Number: 2016937208

Library of Congress Information:

Alaska: North to the Future, Volume V

Author: Craig Campbell

Publisher: Kim A. Halverson

Editor: Nancy Halverson

S.V.P. Production: N. M. Leichner

Major Contributing Photographers:

Wynndham Images

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Foreword

NORTH TO THE FUTURE

The strong Alaskan spirit continues much today as it always has, with vitality, resolution, and a robust vision for the future. Alaska's First Peoples thrived as interdependent Alaska Native communities, rich in culture and traditions, using the resources from the land and water for survival and daily enrichment. After a time, people from all over the world traveled to build a life in the land of opportunity, on a quest "North to the Future."

Alaska remains one of the most resource-rich states in the nation and in the world—abundant in seafood, wildlife, oil, natural gas, minerals, and timber. Our people, cultures and traditions, and stunning geography provide a backdrop to a modern world where economic opportunity is welcome and thriving. Alaska's North Slope has produced approximately 17 billion barrels of oil since the discovery of Prudhoe Bay. Responsible oil production—the engine of Alaska's economy for many years—continues while new projects, such as a large diameter natural gas pipeline, are being pursued to bring lower cost energy to Alaskans and the global market.

Alaskans aim to be industry leaders through innovation and research, and by creating partnerships, providing new investment opportunities, and streamlining processes to make it more efficient and prosperous to do business in Alaska. A positive business climate exists due to opportunities for careful natural resource development, the industrious frontier spirit of Alaskans, and emerging industry growth and diversification. We are proud to share the wonders of our state with our neighbors from the Lower 48 and around the world, and Alaska continues to be a popular visitor destination, with breathtaking landscapes that attract millions of visitors each year from around the world.

The enthusiasm Alaskans have for this great state is bound to be contagious. I hope you will explore all Alaska has to offer.



Bill Walker
Governor of Alaska



ALASKA NATIVE LIFE

To tell the story of “The Great Land,” one must start at the beginning, before North America and Asia were divided by water—back to a time when this land was a vast wilderness covered by massive glaciers that separated Siberia from Alaska. The glaciers gradually changed the land as the climate warmed, the ice receded, and vibrant and diverse life began to take hold. During the last Ice Age, around 14,000 BC, the first migration of people flowed into Alaska and continued down to eventually populate North and South America. Archiologists and scientists have asserted that people migrated across the expanse known as The Bering Land Bridge, also called “Beringia,” to follow their food sources.

The indigenous people of Alaska are decedents of those travellers. Native Alaskans have a diverse and complex tapestry of cultures and histories. A land that covers over 586,000 square miles, Alaska is an immense expanse in which Alaska’s Native peoples established communities and respected the land and the bountiful food sources available for their subsistence.

Across the northlands of Alaska, Inupiat Eskimos settled along the shores of the Beaufort Sea, Chukchi Sea, and Norton Sound. Eventually, they migrated inland. Today, the Inupiat are culturally identified by two distinct groups: the Tagiugmiut (people of sea), and the Nunamiut (people of land).

Hunting and foraging were the only means of existence. While hunting whales is a controversial topic with many governments today, subsistence whale hunting was, and remains, a mainstay of life for the Inupiat people.

Alaska State Library, p137-006, Alfred G. Simmer Photograph Collection



A Nome beach is the site for Eskimo music and dancing in this 1905 scene. Steam ships ply the waters of the Bering Sea in the background.

An Eskimo hunter waits patiently, spear at ready, for an obliging seal to surface. A fellow hunter glides by in his kayak in the background. The difference between a kayak and an umiak is that a kayak is much smaller and the skins cover the top of the vessel. Such a kayak is typically made for a single passenger. This photo was taken between 1911 and 1913.

Alaska State Library, p240-210, George A. Parks Photograph Collection





Courtesy of Alaska Department of Health and Social Services

A young man catches salmon off Prince of Wales Island, which has 990 miles of coastline. Fishing is a mainstay of the economy and a necessary component of a subsistence lifestyle.



The Yup'ik Eskimos settled in Western and Southwest Alaska, across the Yukon-Kuskokwim delta, along the Kuskokwim River, and along the northern coast of Bristol Bay and the northern Alaska Peninsula. The Alutiiq Yup'ik's traditional homelands include Prince William Sound and outer Kenai Peninsula, while Yup'iks from the Kodiak Archipelago and Alaska Peninsula are recognized as Koniag Alutiiq. There is also a small community of Siberian Yupik people who live on St Lawrence Island.

Further south and west, along the windswept and often fog-enshrouded Aleutian Islands is the home of the Aleut people. With the arrival of Russian hunters and traders in the late 18th century, many Aleuts experienced dramatic changes as Russian traders exploited the sea mammals for fur.

During World War II, Japanese forces occupied the western Aleutians. In response, the United States evacuated hundreds more Aleuts, placing them in internment camps in Southeast Alaska. Evacuated from St. George Island was one young boy named Jake Lestenkof. Surviving that experience, he later served as the Adjutant General for the Alaska National Guard. Today the Aleut people have returned to St. Paul, St. George, Akutan, and other locations across the Aleutian Chain.

Some of the earliest known inhabitants of Alaska were the Athabascan Indians. Athabascan Alaska Natives comprise a complex mosaic of people living from Interior to Southcentral and Southeast Alaska. While most lived in small nomadic bands along the numerous rivers of the region, others established communities in the Interior, subsisting on game and the bountiful vegetation within their region.

Today the Athabascan Natives of Alaska remain a strong and cohesive culture of people dedicated to the preservation of their historical accomplishments while leading Alaska into the 21st century. Closely related to Athabascans is a small tribe of Eyak people that come from the Copper River region of Southcentral Alaska. The Russians recognized the Eyak as a distinct culture and established trading relationships with the tribe.

Prior to the arrival of Russian explorers, the Tlingit were the largest Native culture in the region and occupied most of Alaska's Southeast Panhandle. The Tlingit were known to travel great distances to trade with other Native peoples in the Pacific Northwest. The Tlingits maintained a hunter-gatherer culture. Today the Tlingit are a strong and proud people who have achieved tremendous accomplishments in preserving their culture and heritage, as well as adjusting to modern society.

*Whalebones and crosses
Stand against the arctic sky.
Wind blows through the graveyard
Where our fallen fathers lie.*

*Eternal snow that covers them,
The shadows of the sun,
The mighty struggle on the seas,
A way of life is run.*

*I'll sing for you, my father
For the ancient, sacred ways,
How the hunter loved the hunted,
How the night becomes the day.*

Excerpt from "Whalebones and Crosses,"
lyrics by Joe Henry and Lee Holdridge



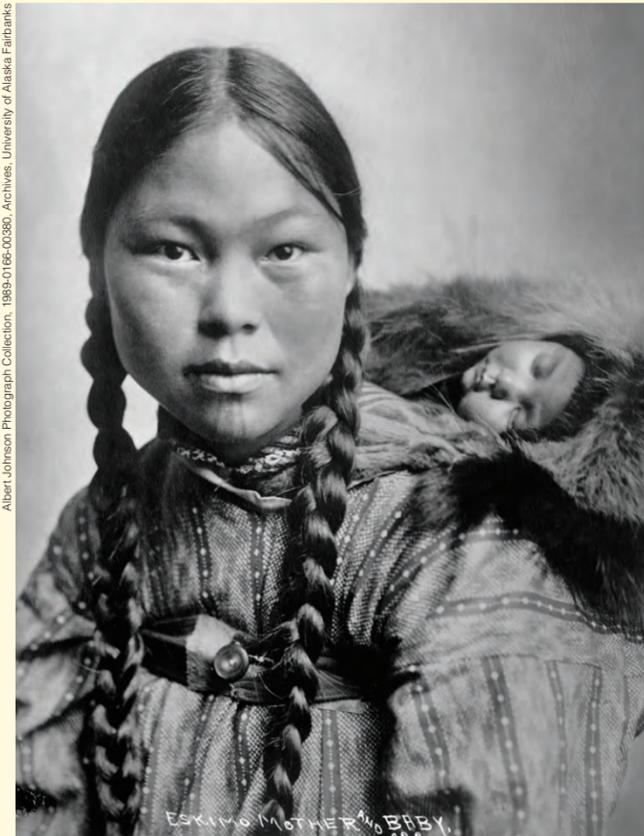
Courtesy of Alaska Department of Health and Social Services

An elder keeps tradition alive at "fish camp," where Alaska Native families gather in summer to prepare salmon for drying. The dried fish will be eaten throughout the winter.



The Haida also lived in Southeast Alaska, primarily situated in the southern portion of Prince of Wales Island. Also living a subsistence lifestyle, the Haida were traders and craftsmen, known for their excellent ability to market the bounty of the natural environment. Haida were also known as fierce warriors who were particularly feared for their sea battle abilities.

The Tsimshian people came to Alaska from British Columbia in 1887, settling on Annette Island and founding the town of New Metlakatla. With passage of the Alaska Native Claims Settlement Act in 1971, Annette Island became the only Indian Reservation established by the Federal Government in Alaska. Today, Tsimshian people still reside on Annette Island and have a cohesive society which prospers in the 21st century.



An Eskimo mother carries her sleeping baby, circa 1917.

CHANGING TIMES

To best understand Alaska today, one must start from the historical vantagepoint of Alaska Natives. The rapid change to a modern, western lifestyle has been challenging. The state remains underdeveloped, with the hardest impacts felt by Alaska Natives in rural and remote areas. The high cost of living in rural Alaska, coupled with high unemployment caused by the lack of job opportunities has strained the ability of Alaska Native villages to grow and prosper.

A milestone in recognizing Alaska Natives rights to traditional homelands was passage of the Alaska Native Settlement Claims Act (ANSCA) in 1971. It established 12 Alaska Native regional corporations and transferred title of 44 million acres of land to these corporations as well as to over 200 local village corporations. The corporations manage the vast wealth and resources of the Native population. Later, another corporation was formed, named the Thirteenth Regional Corporation, for the benefit of Alaska Natives no longer living in the state. As partial compensation, the U.S. government paid \$962.5 million to Alaska Natives through their corporations.

Twelve regional non-profit and tribal associations were also established to run the federal and state programs within their respective regions. During the 1970s, ANSCA regional and village corporations selected land in and around Native villages in the state in proportion to their enrolled populations. Village corporations own the surface rights to the lands selected, while regional corporations own the subsurface rights of both their own selections and those of the village corporations.

The establishment of these corporations and associations was a milestone occurrence, as this approach to resolving issues with Native populations had never been accomplished before in the United States. While not all corporations and associations have prospered equally, the concept has been validated as much more effective than the previous Indian reservation approach. The corporations and association aid in recognizing and resolving long-standing Native issues and provide wealth and continuity to Alaska Natives as they adapt to a modern world.

One of the most contentious issues between Alaskan Natives and the State of Alaska concerns subsistence fishing rights. The divided fishing interests of state residents—subsistence, commercial, and sport—have for decades eluded a consensus resolution. Today, subsistence fishing remains an unresolved issue in the state.

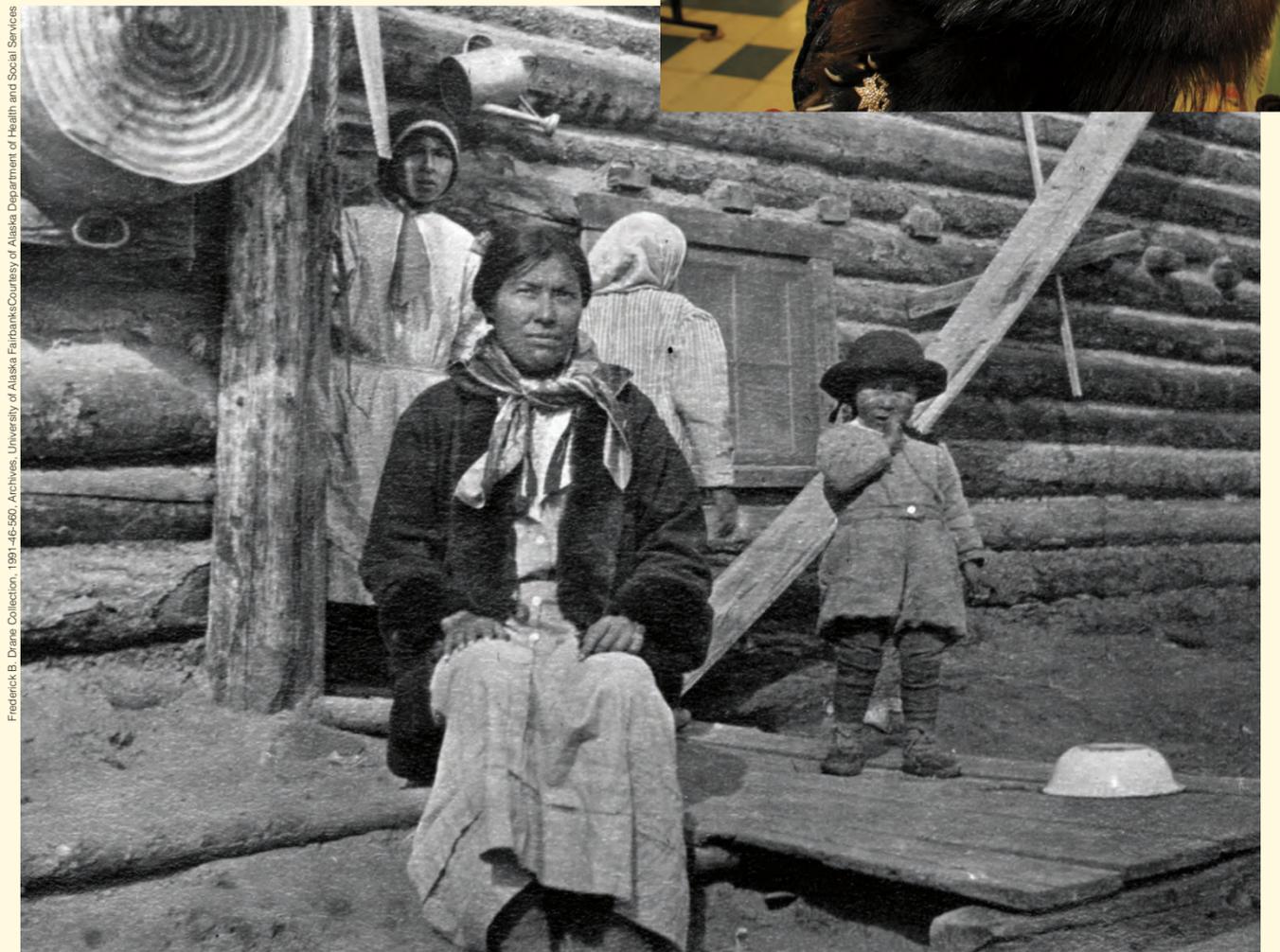


Barrow, Alaska, is the northernmost city in the United States, and 720 air miles from Anchorage. Of its approximately 4,000 residents, more than half are Alaska Natives.

Courtesy of Alaska Department of Health and Social Services



Frederick B. Drane Collection, 1891-46-560, Archives, University of Alaska Fairbanks/Courtesy of Alaska Department of Health and Social Services



Ellen Follette, an Athabaskan beadwork artisan from Interior Alaska, sits with family around her, circa 1930s.



Courtesy of Wyndham Images

A detail from totem pole in Ketchikan.



A totem pole at Hoonab, Alaska, circa 1890-1902. The totem pole is unique to Northwest Coast Native cultures.

Alaska State Library, p 130.D.13, Frank LaRoche Photograph Collection



Education across rural Alaska has also been a major issue since statehood. Following litigation, the state settled with a consent decree that schools would be constructed by the State of Alaska in specific rural communities. Today, most villages have modern schools which provide 21st century educational standards that help prepare students for life. One of the most successful state programs to advance Alaska Natives' post secondary education is the University of Alaska's "Alaska Native Science and Engineering Program (ANSEP)." Started in 1994, this program has provided enhanced opportunities for well paying jobs for Alaskan Natives, especially in the engineering field.

Energy, or rather the high cost of energy, in rural Alaska remains one of Alaska's greatest challenges. Rural Alaskan villages have the highest per capita energy costs in the U.S. A few villages have nearly faced financial ruin paying for winter heating fuel. So lowering the cost of energy in rural Alaska is a high priority of the state. To reduce the cost of energy in rural Alaska, wind power has seen a burst of growth, as villages have pursued a renewable energy program using wind generating turbines. Other innovative ways to generate power are also being pursued, such as the Village of Igiugig's river turbine, which is placed at the bottom of the Kvichiak River to generate power for the village.

To provide improved medical care and reduce costs, extensive investments have been made in rural Alaska to build quality medical facilities. The Yukon-Kuskokwim Delta Regional Hospital is a hub for villages around Bethel. Likewise, in Barrow, the Samuel Simmonds Memorial Hospital is the only hospital that provides full medical services across the Arctic region of Alaska. While further south, the new Norton Sound Regional Hospital in Nome was constructed by the Norton Sound Health Corporation, a tribal-owned, non-profit organization that owns and operates the hospital.

Because of the high cost of living, limited job opportunities, sparse medical availability, educational challenges, and relative remoteness of most Alaska villages, there has been a substantial migration from rural to urban Alaska. With the hope of an improved quality of life, the demographics are changing as urban Alaska gains in Alaska Native population. Today, Anchorage has the largest concentration of Alaska Natives in the state.

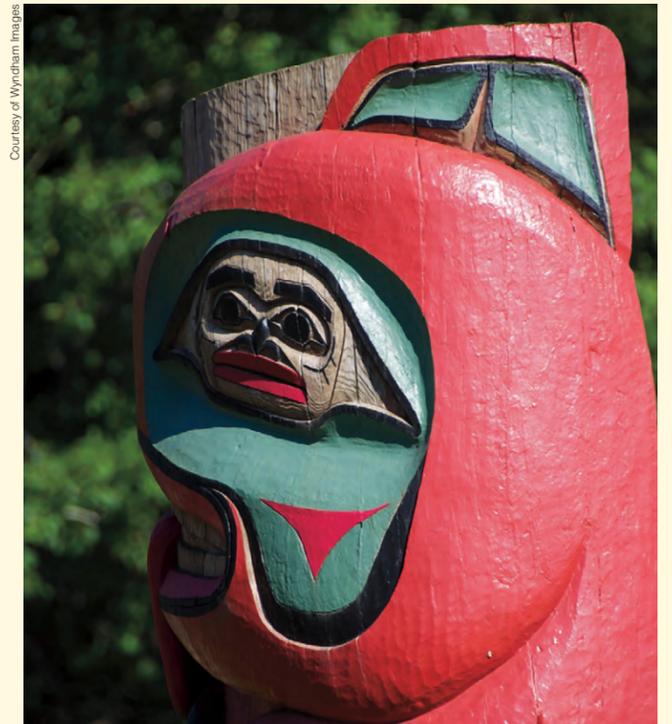
This rural community out-migration continues to place tremendous pressure on rural Alaska to maintain their traditional heritage. To help preserve their Native traditions, as well as to educate non-Natives of the cultures and accomplishments of Alaska Natives, the Alaska Native Heritage Center was built in Anchorage.

To advance medical care for Alaska Natives in Anchorage, the Federal Government has made tremendous investments in the Alaska

Native Medical Center in Anchorage. Jointly owned and operated by the Alaska Native Tribal Health Consortium (ANTHC) and Southcentral Foundation (SCF), this comprehensive medical center has evolved, and has significantly decreased the need for Alaska Natives to travel out of state for services.

Today, Alaskan Natives comprise approximately 20 percent of the state's 770,000 residents. The Alaska Native population has increased from under 100,000 in 2001 to over 120,000 by 2012, and according to the Alaska Department of Labor and Workforce Development "Alaska Population Projections 2012-2042," Alaska is expected to continue see an increase in population at a steady rate. Alaska's Native people continue to rely on hunting, fishing, and gathering for food during the year. Subsistence resources remain central to the nutrition, economies, and traditions of Alaska's Native villages. So, to fully understand Alaska one must appreciate the contributions Alaska Natives have made to this great land long before the arrival of Russian and European explorers and recognize the importance of working with diversified cultures to provide a beacon for all people. Alaska Natives have a deep and diversified history that has provided Alaska with a rich history and the base for the awesome state it is today.

Courtesy of Wyndham Images



A totem detail from Totem Heritage Center.



The remains of the Unalaska Hospital after the Japanese bombed Dutch Harbor in World War II.

Courtesy of Aleutian Pribilof Islands Association

ALASKA TERRITORIAL GUARD

The indigenous people of Alaska have contributed immeasurably to the growth, development, and security of Alaska. At the start of World War II, in a response to Japanese attacks at Dutch Harbor and Pearl Harbor, Major Marvin R. "Muktuk" Marston (U.S. Army) submitted a plan to defend the Alaska coast by enlisting local residents. Territorial Governor Ernest Gruening adopted Major Marston's plan as a replacement for the Alaska's National Guard, which had been activated for Federal service by the U.S. Army on September 15, 1941. Named "The Alaska Territorial Guard (ATG)", the ATG was recognized by the U.S. Army as a military reserve force for the protection of Alaska. Also known as "The Eskimo Scouts," these proud Americans were comprised almost exclusively of Alaskan Natives from nearly all the ethnic groups across Alaska.

These patriots were the "eyes and ears" of the Arctic, providing vital information, protecting the expansive coastline of Alaska from possible incursions, securing the terrain used by the "Lend-Lease" program which delivered U.S. aircraft to the Soviet Union, and ensuring that survival caches were maintained along transportation routes in the state.

While it is recorded that 6,368 volunteers from 107 communities throughout Alaska served in the ATG, it is estimated that nearly 20,000 Alaskans participated or supported the efforts of these dedicated soldiers during the term of the ATG.

In 1947 the ATG was disbanded, and members were released from military service. Since they had been categorized as an "unorganized militia" they received no benefits or compensation for their service upon deactivation. In 2000, Senator Ted Stevens sponsored a bill, signed into law by President George W. Bush, directing Secretary of Defense Donald Rumsfeld to issue Honorable Military Discharges to all who served in the ATG. Over 50 years after World War II, military veteran status was finally bestowed upon these patriotic warriors.

On October 18, 2004, Senator Lisa Murkowski proudly presented Mr. Sam Herman with the first ATG discharge certificate from the United States Army. The date corresponded with the 137th anniversary of the raising of the United States flag over the territory of Alaska.

Out on the tip of the Alaskan Peninsula, Mount Veniamanof sends up billows of black smoke as it slowly builds up a new crater inside the old one. This 1944 photo was taken from inside the nose of a naval air transport service plane traveling from Seattle to the Aleutians.

San Francisco Call-Bulletin, Aleutian Islands Photographs, 1970-11-108, Archives, University of Alaska Fairbanks





EARLY ALASKA

Alaska—the name alone conjures up visions of a mystic land filled with great adventure and immense opportunity; a place where people rely on each other and survive amongst the harshest of conditions and amidst the greatest of beauty. The name derives from the Aleut word *Alyeska*, which roughly translates to “the great land.” Alaska is a land bound by the spirit and dreams of those who choose to call it home.

THE FIRST EXPLORERS

Since the 1700s, Alaska has fascinated those who sought to explore, and sometimes exploit, the tremendous bounty found here. The first explorers were Russian. Vitus Bering captained the first expedition to Alaska from present day Petropavlovsk-Kamchatsky in 1741. In 1784, Catherine the Great authorized the first permanent Russian settlement in Alaska at Three Saints Bay on Kodiak Island. Ten years later the Russian Orthodox Church arrived, establishing missionaries across Alaska. Russia was now actively colonizing the territory.

Alexander Baranof, a Russian merchant, developed trading posts on Kodiak Island soon after Russia colonization. He became chief manager of the Russia-American Company and was appointed the first governor of Russian Alaska, establishing the capital in Kodiak. The capital was relocated to New Archangel, later renamed Sitka. By 1812, the Russian-American Company had extended as far south as Fort Ross, California located near present day Bodega Bay in Northern California.

As Russian financial difficulties increased and low profits of trade continued to mount, Russia sought to divest themselves of Alaska. To keep Alaska from British control, Russia sold all interests in North America to the United States. The U.S. Senate approved the purchase of Alaska for \$7.2 million dollars in 1867, decried at the time as “Seward’s Folly” and “Seward’s Icebox,” in joking reference to then Secretary of State William H. Seward, who brokered the deal with Russia. Sitka became the capitol of the new U.S. Alaska Territory. By 1900, the economic center for Alaska had changed to Juneau, and Congress transferred the capital to Juneau.

Alaska State Library, p41-237



The gold rush brought opportunity to many that had no interest in digging, dredging, or panning for gold. Margie Sutherland, the proud proprietor of her own tobacco shop, smiles at the entrance of her establishment, circa 1900.

It is difficult to imagine the hardships that prospectors were willing to endure to reach their destinations. Many of them had no idea themselves of what faced them on their way to the proverbial pot of gold. Here, prospectors are gathered, along with their belongings, at the base of Chilkoot Pass, awaiting their turn to travel the snow-packed trail over the summit.

Alaska State Library, p124-04, Eric A. Hegg Photograph Collection





Urban Collection; Anchorage Museum, B64.1.382



Two prospectors operate a windlass, which is an apparatus that moves heavy weights. In this case, the prospectors are lifting rocks and gravel from a shaft they created in their mine in Interior Alaska, circa 1920s.



A.E.C. COAL MINES ESKA
OCT. 9. 1918.

Above: Gold was not—and is not—the only treasure yielded from Alaskan earth. Here, coal miners stand next to a rail car loaded with their bounty in a mine tunnel in Eska, Alaska, 1918.

Right: Crowds at the Seattle docks get ready for the next voyage to Alaska and the prospect of gold, circa 1897.



Lowman & Hanford Stationery & Printing Co., John Urban Collection; Anchorage Museum, B64.1.2



THE EARLY DEVELOPMENT YEARS

It did not take long for U.S. businesses to discover that “Seward’s Folly” had, in fact, tremendous economic value. One of the earliest economic pursuits occurred in the mid-1800s, when whalers rushed to the Bering Sea and Arctic Ocean to harvest the whales for oil. This started a significant cultural change, as Alaska Natives experienced the commercialization of the whale and the introduction of a European-American culture.

Today, the heritage of the whaling legacy in Alaska is commemorated in a song by Alaskan country music artist, Hobo Jim titled, “On A Yankee Whaler.”

*Heave away on a Yankee Whaler,
All the way to the Bering Sea.
There’ll never be another sailor
Who can raise a whale like me.*

Excerpt from “On A Yankee Whaler,”
music and lyrics by Hobo Jim (Jim Varsos)

There were other, smaller shore-based whaling operations occurring along the Aleutian Islands, Cook Inlet, and Southeast Alaska, but as the demand for whale oil declined with the development of kerosene, so too did the whaling business in Alaska quickly decline.

While Alaska is probably best known for the 1968 oil discovery at Prudhoe Bay, oil and gas have been a part of Alaska’s history for hundreds of years. Eskimos had long known of oil, as the substance often surfaced on the tundra; but it was in 1896, on the shores of the Cook Inlet, that Alaska’s first oil well was drilled. Insufficient quantities were discovered to justify development. It would be decades later before oil and gas would become the dominate natural resource supporting state development.

Throughout the 1800s, a diversified natural-resource commerce base emerged in Alaska. Commercial fishing proved a lucrative and sustainable industry for over 150 years. As the fishing industry expanded, lumber companies started processing Alaskan timber for wharf pilings, fish traps, and cannery buildings. Alaskan lumber also became a primary source in the construction of shafts and sluice boxes when the mining boom hit the state. But like whaling, the timber industry faced a rapid decline in demand in later years.

Alaska is universally known for “The Great Gold Rush,” when in the late 1800s, hundreds of prospectors headed north to Alaska in anticipation of striking it rich. The earliest gold production in Alaska occurred in Southeast Alaska at Windham Bay, following the 1869 discovery of placer gold in the area. In 1880, Joe Juneau and Richard Harris discovered gold in what is now named Gold Creek in Juneau. A year later, John Treadwell opened the Treadwell gold mine on Douglas Island, the largest lode mine in its time.

The 1886 discovery of gold on the Fortymile River touched off Interior Alaska’s gold rush. Fairbanks emerged as the commercial center for the gold-rush demands of Interior and Northwest Alaska. Stores and hotels opened. Banks and trading houses flourished with the abundance of gold, and with it came gambling, booze, and brothels. Known as “The Great Stampede,” the peak of the rush occurred in 1897-1898, when over 60,000 gold seekers arrived in Dyea and Skagway, determined to cross the Chilkoot Pass to reach the gold fields of Alaska and the Yukon. Most never realized their dreams and left poorer than they arrived. But for those who gambled, some did become rich overnight.

Further north, the Nome Gold Rush of 1899 grew that city to be the largest in Alaska, with a population of over 10,000 by the end of the year, as prospectors found more opportunities for easy access to the gold fields in the region. In late 1897, Wyatt Earp came to Nome. He and his partner Charles E. Hoxie built the Dexter Saloon, the largest, most luxurious saloon in town during the peak of the gold rush.

*Big Sam left Seattle in the year of ’92,
With George Pratt, his partner, and brother, Billy too.
They crossed the Yukon River and found the bonanza gold.
Below that old white mountain just a little south-east of Nome.
North to Alaska
Go’in North, the rush is on.*

“North to Alaska,” lyrics by Johnny Horton

Gold was not the only ore in the ground. Copper was also a source of revenue to Alaska, starting in the early 1900s with the discovery of the Kennicott copper deposit. The Kennicott Copper Mine contained the world’s largest and richest copper ore deposits for that period and operated from 1905 until 1938. Coal mining was also beginning with the Jonesville Mine near Palmer and later the Buffalo Mine operating near Sutton.



AN ERA OF DEVELOPMENT

To support the development of Interior Alaska, the Alaska Central Railroad started construction of a rail line from Seward in 1903. Purchased by the Alaska Northern Railroad Company, the U.S. government bought all interest in the railroad and in 1915 established its headquarters on the shores of Ship Creek, the location of present day Anchorage. From this wooded area, on lands of the Dena'ina people, a "Tent City" was built. It was never envisioned that this austere settlement would, just 100 years later, become a bustling city with a population of over 300,000. Gold, and the rush to change Alaska, was offering unforeseen benefits for future generations. On July 15, 1923, the northern and southern portions of the railroad were connected in Nenana with President Warren G. Harding driving in the golden spike.

Spurred by a Federal Government interest to develop an agricultural sector in Southcentral Alaska, a relocation program was implemented for residents of mid-west states to colonize the fertile lands of the Matanuska-Susitna Valley by the 1930s. Centered around Palmer, a farming community known as the Matanuska Valley Colony was formed.

Introduction of the airplane to Alaska fundamentally changed the commerce of the state. In 1924, Carl Ben Eielson flew the first airmail service from Fairbanks to McGrath. Soon thereafter, Noel Wien started Wien Alaska Airlines and initiated the first commercial passenger service in the state, flying from the Anchorage Park Strip to Fairbanks.

Around this same time, the beginning of modern day Alaska Airlines started. In 1934, McGee Airways was acquired by Star Air Service, which later became Alaska Star Airlines, and today is Alaska Airlines. Cordova Air Service was founded in 1934 with services to Chitina and McCarthy. In Southeast Alaska, Alaska Air Transport in Juneau and Ellis Air Lines in Ketchikan started in 1935. By 1939, the two had merged operations under the name, Alaska Coastal Airlines.



One of Alaska's earliest railroads, Alaska Northern Railway, traveling

with an open passenger car by Bear Creek near Seward, 1910.

Cary-Henderson Collection; Anchorage Museum; Gift of Ken Finley, 86211, 1982

Alaska Airlines acquired Alaska Star Airlines, and in 1968, acquired Cordova Air Service and Alaska Coastal Airlines making Alaska Airlines the largest air carrier in the state.

Bob Reeve pioneered commercial aviation along the Aleutian Chain by flying miners and their supplies into gold mines that were accessible only by air. Following World War II, he acquired surplus military transports and formed Reeve Aleutian Airways in 1946. Reeve Aleutian Airways ceased operations in December 2000, but during its existence Reeve Aleutian Airways remained committed to Bob Reeve's motto: "Anywhere you'll ride, I'll fly!"

World War II proved to be a pivotal and permanent turning point for Alaska. On December 7, 1941 the Japanese attacked Dutch Harbor as a diversion to pull United States forces away from the south Pacific theater. That was shortly followed by the Japanese occupation of both Kiska and Attu Islands in the Aleutian Chain. The United States responded with force, landing on Attu Island in May 1943, retaking the island 30 days later, and in August 1943, the U.S. conducted an intense bombardment of Kiska Island, followed by the landing of 34,000 troops, only to find the Japanese had withdrawn a few days before.

In an effort to expedite war materials to Alaska, the United States and Canada embarked on the rapid construction of a road connecting the contiguous United States to Alaska through Canada. Construction of the ALCAN started in March 1942 and was completed by October, although the "highway" was not fully usable until 1943.

Alaska also played a definitive role in the defeat of Nazi Germany. As Russia mounted an effective resistance to Germany, the U.S. provided hundreds of fighter and transport aircraft to Russia, through the backdoor access of Alaska. Known as the Lend-Lease Program, it provided for U.S. pilots to fly aircraft to Ladd Field, outside Fairbanks, where Russian pilots would pick-up the aircraft and continue the journey to Russia. Numerous military airfields were built across Alaska to support the operation.

Today, many of these same airfields are operated by the State of Alaska as commercial airports serving their respective communities. In 2009, in recognition of the historic relationship which helped defeat the Nazis, a commemorative Lend-Lease Program statue was dedicated in Fairbanks, the transition community between the U.S. and Russia.

By the time World War II ended, Alaska had developed a solid infrastructure for future economic development, which would play out in 1968 with the discovery of oil in the Prudhoe Bay Basin. But in the meantime, Alaskans were busy planning their future as a state.



The A. J. Goddard was the first steamboat on Lake Bennett. This photo, taken around 1896, shows the Goddard hard at work transporting men, firewood, and all manner of supplies necessary for prospecting.



Alaska State Library, p34-009, Charles H. Metcalf Photograph Collection



Kay J. Kennedy Aviation Photograph Collection, 1981-0098-00754, Archives, University of Alaska Fairbanks

Three of the 1920 Black Wolf Squadron take a break for a bite to eat. The legendary aviators were attempting to demonstrate the feasibility of long-distance flight by undertaking the New York-to-Nome Alaskan Flying Expedition. It involved a squad of four airmen and crew flying wheeled DH-4 de Havilland biplanes on a round-trip journey. They left New York on July 15 and returned after 9,000 miles and 112 air-hours spread over three difficult months on October 20. It was a triumphant and historic flight. In 1929, the Distinguished Flying Cross was awarded to the men of the Black Wolf Squadron: Capt. St. Clair Streett; Sgt. E. Henriques; Lt. C. E. Crumrine; Lt. C. C. Nutt; Lt. E. H. Nelson; Lt. R. C. Kirkpatrick; Sgt. J. E. Long; and Sgt. J. E. English.



In 1898, a crowd gathers in Skagway to greet sled dog teams that have traveled from Dawson City.



Alaska State Library, p44-010, P. E. Larsen Photograph Collection



In 1898, prospectors sail across Lake LeBarge in scows (flat bottom boats with blunt bows).



THE PUSH FOR STATEHOOD

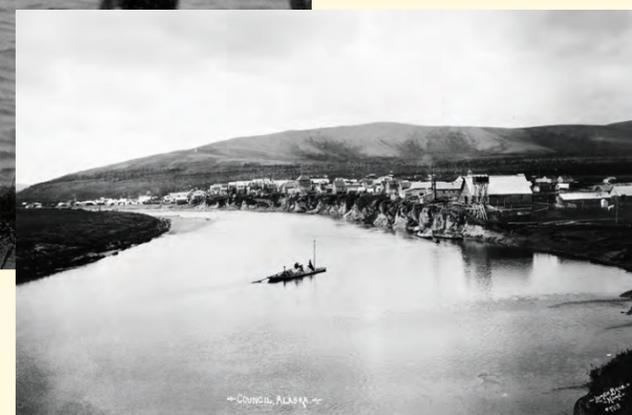
While federal administration of Alaska provided the territory with wealth from government investments, Alaskans felt that only by recognition as a state could Alaska reach its full potential and end what was perceived by many as "American Colonialism." Soon after the purchase of Alaska, the desire for statehood emerged. One of the first leaders to push for statehood was James Wickersham. As an elected delegate to the U.S. House of Representatives, he was a central figure in pushing the 1912 Organic Act, which granted Alaska legal territorial status.

A number of Alaskan leaders worked tirelessly to advance the cause of statehood. Robert Atwood was the long-time editor and publisher of the *Anchorage Times*, and a proponent of Alaska statehood. Through his power of the newspaper, Atwood relentlessly advocated for Alaska to become a state. Territorial Governor Ernest Gruening, Representative Anthony Dimond, and Bob Bartlett were early leaders in the movement for statehood.

With a growing eagerness towards statehood, a Constitutional Convention was convened at the University of Alaska in Fairbanks in 1955. A state constitution was drafted and presented to the people, who in 1956, adopted it by an overwhelming majority. The U.S. House of Representatives passed an Alaska statehood bill. The bill was controversial, with many arguing that Alaska did not have the population base, or sufficient economic capability to support statehood. However, the Senate managed to pass the House bill by a 64-20 vote on January 3, 1959. The Alaska Statehood Act was signed by President Dwight D. Eisenhower on July 7, 1958, allowing Alaska to become the 49th U.S. state on January 3, 1959.

And it is this optimistic vision of Alaska's future that continues to motivate Alaskans to build an even greater state than was provided by the early pioneers. "North to the Future" is not just a slogan, it is the way of life for generations of Alaskans and remains the inspiration for Alaska's greatness in the future.

Council, Alaska on the Niukluk River, circa 1903-1913.



Alaska State Library, p26-123, Lornien Brothers Photograph Collection

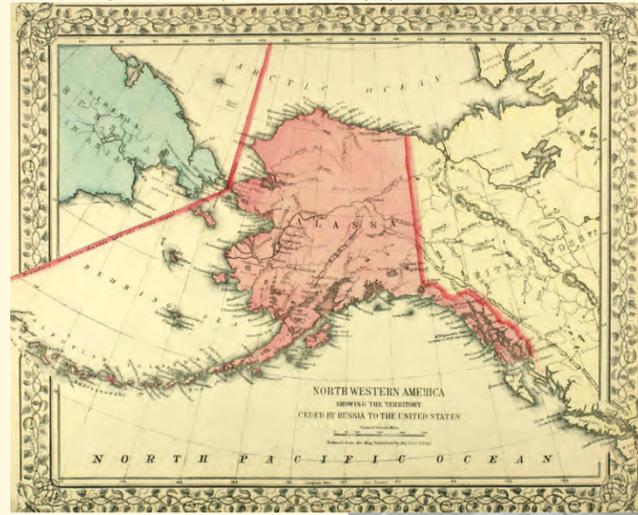


ALASKA CONSTITUTIONAL CONVENTION DELEGATES

On November 8, 1955, the following 55 elected delegates met at the University of Alaska in Fairbanks to create a constitution through a constitutional convention in anticipation of forthcoming statehood. The constitution was ratified by territorial voters on April 24, 1956 and became effective when the Alaska Statehood bill was signed on January 3, 1959. The Alaska Constitution is considered one of the best written state constitutions in the United States.

- | | |
|--------------------------------|------------------------------------|
| R. Roland Armstrong, Anchorage | Maynard Londborg, Unalakleet |
| Dorothy Awes, Anchorage | Marvin "Muktuk" Marston, Anchorage |
| Frank Barr, Fairbanks | Steve McCutcheon, Anchorage |
| John Boswell, Fairbanks | George McLaughlin, Anchorage |
| Seaborn Buckalew, Anchorage | Robert McNealy, Fairbanks |
| Jack Cogbill, Nenana | John McNess, Nome |
| E.B Collins, Fairbanks | Irwin Metcalf, Seward |
| George Cooper, Fairbanks | Leslie Nerland, Fairbanks |
| John Cross, Kotzebue | James Nolan, Wrangell |
| Edward Davis, Anchorage | Katherine Nordale, Juneau |
| James Doogan, Fairbanks | Frank Peratrovich, Klawock |
| William Egan, Valdez | Chris Poulsen, Anchorage |
| Truman Emberg, Dillingham | Peter Reader, Nome |
| Helen Fischer, Anchorage | Burke Riley, Haines |
| Victor Fischer, Anchorage | Ralph Rivers, Fairbanks |
| Hugh Douglas Gray, Juneau | Victor Rivers, Anchorage |
| Thomas Harris, Valdez | R.E. Robertson, Juneau |
| John Hellenthal, Anchorage | John Rosswog, Cordova |
| Mildred R. Hermann, Juneau | W.O. Smith, Ketchikan |
| Herb Hilscher, Anchorage | D.B Stewart, Sitka |
| Jack Hinckel, Kodiak | George Sundborg, Juneau |
| Jim Hurley, Palmer | Dora Sweeney, Juneau |
| Maurice Johnson, Fairbanks | Warren Taylor, Fairbanks |
| Yule Kilber, Homer | H.R. Vanderleest, Juneau |
| Leonard H. King, Haines | M.J. Walsb, Nome |
| William Knight, Sitka | Barrie White, Anchorage |
| W.W. Laws, Nome | Ada Wien, Fairbank |
| Eldor Lee, Petersburg | |

Alaska State Library, G4370 1880.M4 Map Case, Alaska State Library Map Collection



Entitled "North Western America," a map of the territory ceded by Russia to the United States.

Alaska State Library, Groups, Legislatures-1940s-06, Alaska State Library Photograph Collection



Pictured is the Territory of Alaska House of Representatives, 18th session, in 1947. Pictured from left to right are: Front row—Lew Joy, Rob Hoopes, Maurice Johnson, Steve Vitkovich, Joe Coble; second row—William Egan, Ed Anderson, W. W. Laws, Ludwig Ost; third row—G. E. Almquist,

Harry Newell, James Nolen, Dewey Anderson, Andrew Hope, Frank G. Johnson; fourth row—Glen Barnett, Walter Huntley, William Paul (possible clerk), Bonnie Jo Gronroos, Dr. Pollard, Anita Garnick; fifth row—Oscar Gill (president), Amos Cole (sergeant-in-arms), Thelma Engstrom.



Rita Martin, Courtesy Anchorage Museum, 894.15.12

Rita Martin gets ready to pin the 49th star onto a giant 48-star flag that hangs from the Federal Building in Anchorage in celebration of statehood on June 30, 1958.





NATURAL RESOURCES

Alaska is blessed with abundant natural resources. When Congress passed the Alaska Statehood Bill, the law established a process for the state to select federal lands to be transferred to state ownership, which would allow Alaska to develop the natural resources and stimulate the economy. Today, Alaska remains a state where the majority of lands are still owned by the Federal Government, making it challenging for the state to develop a diversified natural resource economy.

Mining has provided Alaska with economic opportunities for over a hundred years. While mining interests initially focused on gold, mining has included other minerals. However, it is gold that continues to be the single most valuable mineral for Alaska. With the price of gold increasing on the world economy, Alaska has seen a resurgence in gold mining. But unlike the past, these new mines use state-of-the-industry technology, while employing some of the most stringent environmental safeguards to protect the pristine Alaskan environment.

The Kensington Gold Mine, north of Juneau, commenced commercial operations in 2010. Based on known reserves, the mine is projected to be a profitable operation for over 20 years. The Greens Creek mine, also located near Juneau, is the fifth largest silver producer in the world. Production began in 1989 with proven and probable reserves of 33 million ounces of silver and 257,000 ounces of gold.

Interior Alaska has a long history of gold mining. The Fort Knox Gold Mine, an open pit gold mine near Fairbanks, is the single largest producer of gold in the history of the state. The Pogo Mine is an underground gold mine located near Delta Junction. Full production started in 2006 and is expected to be a viable source of gold for the next decade. One of the most ambitious current projects is the Livengood gold mine project. This project is on one of the world's largest undeveloped gold deposits and is estimated to have over 20 million ounces of gold.

Just outside Nome, the Rock Creek Project is on privately owned land and began producing gold in September 2008, but ceased production almost immediately due to difficulties processing the ore and water-management issues. In 2013, the mine went into temporary closure status. Finally, the Donlin Creek prospect, in the Kuskokwim Gold Belt, contains an estimated 29.3 million ounces of proven and probable gold reserves. Donlin, when fully developed, will be one of the largest gold mines in the world.

Courtesy of Quantum Spatial



Fire Island, located four miles from the coast of west Anchorage, has 11 wind turbines that have the capacity to power approximately 6,500 homes in Southcentral Alaska.

Southwest of Fairbanks, this abandoned gold dredge for the Ester Creek Mine can still be found, but it has been out of commission since the early 1960s.

Courtesy of Quantum Spatial



On the North Slope, this 1.2-million-gallon fuel oil tank farm allows NANA Oilfield Service to meet customer needs 24/7, year-round, despite weather or fuel transportation disruptions.

Beyond gold, NANA Regional Corporation worked with the Alaska Industrial Economic and Development Authority (AIDEA) to construct the Red Dog Mine in Northwest Alaska. Red Dog Mine contains the world's largest source for zinc and a significant source of lead.

Alaska has some of the most abundant coal reserves in the world. Coal mining accounts for about 20 percent of Alaska's mining, with all coal coming from the only active coal mine in Alaska, the Usibelli mine, located in Healy. The mine produces an average of more than two million tons of coal per year, with a significant amount exported to Pacific Rim nations.

The Wishbone Hill Coal Mine is a proposed mine in the Matanuska Valley. It is estimated to contain 14 million tons of coal. Concern over water and air quality by local residents has slowed the development of this mine. Coal deposits are also being explored on the west side of Cook Inlet. The Chuitna coal prospect would be the largest coal strip mine developed in Alaska. But, it is also opposed by some local residents, and the permit process has been moving slowly.

In 1957, oil and gas were discovered in the Kenai Peninsula's Swanson River field. Two refineries were built to process the oil and more than a dozen gas fields were developed in Cook Inlet. By 1959, the first offshore lease sale was conducted for the Cook Inlet and the first oil and gas revenues were generated in Alaska.

By the 1960s, gas was discovered along the Beluga River and development accelerated on the Kenai Peninsula. Kenai became known as the "Oil Capital of Alaska." And in 1968, the largest oil field in North America was discovered at Prudhoe Bay.

Alaska has 129 million acres of forested land, stretching from the coastal rain forest of Southeast and Southcentral Alaska to the boreal forest of the Interior. Western and Southeast Alaska have an abundance of hemlock and Sitka spruce, while Interior Alaska is dominated by of birch, poplars, and white spruce trees.

Until the 1980s, forestry-product sales were second only to fishing in Alaska. Due to government policies and federal land-use shifts in the 1990s, the timber industry in Alaska has experienced a devastating decline. At 16.8 million acres, the Tongass is the largest national forest in America, with 5.5 million acres considered commercial timberland. However, the 1997 Tongass Land Use Management Plan sharply reduced allowable harvest levels. Most commercial logging is now taking place in the coastal regions by Alaska Native corporations or private landowners.



Courtesy of Quantum Spatial

Independence Mine near Wasilla has become a state historical park.





One of the bright spots in Alaska timber exports is the current sales to China. China opened a fumigation facility in Fujian Province for the processing of Alaska timber, eliminating a barrier to Alaska timber exports. China has now become Alaska's largest importer of timber. On Kodiak Island, timber sales have been steady with a multi-year contract initiated in 2010 to harvest trees from the Chiniak area for export to China.

Alaska is universally known as a fishing state. In the mid-1800s, the Alaskan commercial fishing industry started by harvesting and canning Alaskan cod. While canned cod never was a successful venture, canning salmon proved a booming business and by the late 1800s shore-based canneries were operating in many Alaskan communities. Salmon has been, and remains, the dominate fish resource in Alaska. From subsistence fishing, to commercial and sport fishing, the Alaska wild salmon is prized worldwide.

The State of Alaska has a number of fish hatcheries to enhance the production of wild salmon, each year releasing over a billion fish into Alaskan waters. In 2012, approximately 37.2 million hatchery-produced salmon were harvested, equating to about 31 percent of the total commercial catch that year. By the end of the 1980s, Alaska's salmon harvest peaked at a record 154 million fish. The strong boom, including increased export of salmon to Asia, caused the price to surge, at one time having fishermen claim that, "the price of every salmon is worth more than a barrel of oil."

In the late 1980s and early '90s, the fishing industry experienced a dramatic and rapid decline, creating significant economic stress as the price paid for salmon crashed. Governor Tony Knowles declared a state emergency due to the economic catastrophe. This action was the first time a state emergency had been declared for an economic crisis and was very controversial.

During the 1980s, Dutch Harbor grew from a small village to become the largest fishing port in the U.S., with annual fish landings in excess of 751.5 million pounds, valued at \$215 million dollars by 2012. Alaska cod, pollack, and halibut are also mainstay whitefish products from Alaskan waters, while dungeness, snow, and King crab are the primary shellfish.

Alaska will continue to effectively manage the fishing industry to ensure the industry will remain a viable economic source of jobs and income for future generations. Today, the popularity of Alaska fishing has captured the nation with such twenty-first century television reality shows as, "The Deadliest Catch," and "Alaska's Fishing Wars."

A Cook Inlet fishing vessel returns home.



Courtesy of Alaska Commercial Fishing and Agriculture Bank. Photo by Rebecca Phymie



Courtesy of Alaska Commercial Fishing and Agriculture Bank. Photo by Kenneth Mack

Stacking seine gear in the waters surrounding the Alaska Peninsula.



A bald-eagle mom looks after her growing chick.



Photo by Daniel W. Auer



Photo by Daniel W. Auer

Bear watching has become a boon business. Visitors observe grizzlies, from a safe distance, while the bears fatten up on salmon before their long winter naps.



"I love this job, I love this boat, I love the salty sea."

Excerpt from "Salty Sea," music and lyrics by Hobo Jim (Jim Varsos)

Alaska values its wildlife. Alaska is a wild and open land filled with some of the finest species of wildlife in the United States. Well known for an abundance of bears, the state has the highest concentration of grizzlies in the U.S. Alaska also has a healthy population of black bears and is the only state that is home to the arctic polar bear.

Found across many states in the northern regions, moose are prevalent across Alaska. Alaska's domestic reindeer herds are concentrated on the Seward Peninsula. While considered the same species as the caribou, Alaskan reindeer are sub-named "Santa's Reindeer." The state also has over one million caribou that roam across the tundra of the Arctic. Interior Alaska and Kodiak Island also boast herds of bison.

During the ice age, musk ox were abundant in Alaska, but by the 1920s the animal had disappeared. In 1930, musk ox were relocated from Greenland to Nunivak Island, with herds later being introduced to the Northwest Arctic region of Alaska. Today there are over 4,000 musk ox in Alaska.

Southeast Alaska has a large population of Sitka black-tailed deer, while Kodiak Island also has a smaller, but growing population. The Roosevelt elk can be also found on Afognak Island.

Along the coastal regions of Southeast and Southcentral Alaska, mountain goats are prevalent, while the Dall sheep also lives in the mountainous regions of Southcentral and Arctic Alaska. The state also has populations of porcupines, beavers, wolverines, coyote, red fox and arctic fox, wolves, mink, muskrat, lynx, ermine, and voles.

Alaska has an abundant bird population. Ducks, eagles, sparrows, seagulls, owls, hawks, goshawks, grouse, woodpeckers, ravens, and ptarmigan all live in Alaska year-round. The raven holds a special place in Alaska Native culture, where it is considered a sacred and mystical bird and is legendary in Southeast mythology. Most swans and geese migrate to Alaska for the summer season to nest and give birth. Between 30,000 and 35,000 bald eagles call Alaska home with some of the highest concentrations of America's national symbol making their home in Southeast Alaska.

It is no wonder that Alaska ranks as one of the prime wildlife habitats in the world. Today, wildlife resources are managed, with hunting and trapping allowed by permit only. However, hunting wolves remains a controversial issue with conservation groups arguing that hunting wolves should be curtailed or eliminated, especially aerial hunting, while farmers and hunters argue that hunting provides a means to manage the population and balance the wolf against other wildlife and domestic animals that are the prey of the wolf. Alaska wolves have never been listed as endangered or threatened.



Photo by Daniel W. Auer

A fox makes away with an egg for his supper.

Chapter Four

ALASKA BUSINESS & THE ECONOMY





ALASKA BUSINESS & THE ECONOMY

Alaska has an economic history of booms and busts. Following the 1800s gold rush boom, the state experienced an economic slump. Again, after a surge during World War II, Alaska experienced another dramatic economic downturn. After oil was discovered along the North Slope, a prolonged boom occurred until 1985, when oil prices plummeted and Alaska experienced yet another recession. However, today, Alaska has created a more balanced and diversified economy, which is expected to provide a more stable economic climate in the future.

The Federal Government employs over 125,000 people in Alaska, making it the largest employer in the state. The oil and gas industry is the state's highest revenue producer, providing over 90 percent of the Alaska's annual revenues, while seafood has consistently been the top export-product, accounting for \$2.2 billion of sales in 2012.

OIL AND GAS

Oil and gas dominate the Alaskan economy. Basic to Alaskan sovereignty is the constitutional right that the state owns all subsurface resources on state lands. Because of this, for the past 30 years, oil revenues and royalty payments have provided economic strength for the state. To ensure this revenue base remains intact for the future, the resource must be well managed.

The Trans-Alaska Pipeline (TAPS) was completed in 1977, and by 1988, it had reached peak operations with 2.1 million barrels transported per day from the North Slope. But by this time oil prices reached a historic low of less than \$10 per barrel, causing an economic recession across the state. Over the next 20 years, the pipeline saw a continuing decline of oil being transported, dropping below one million barrels per day by 2000, and to around 530,000 barrels today. But, at times, the value of this oil has exceeded \$100 per barrel resulting in higher state revenues. By 2014, TAPS had transported over 17 billion barrels of oil through the pipeline.

Photo by Judy Patrick



Aerial view of the ConocoPhillips oil drilling pad in the Alpine Oil Field. Oil revenues provide more than 90 percent of Alaska's General Fund revenues.

Aerial view of Dutch Harbor.

Courtesy of Quantum Spatial





Photo by Judy Patrick



Ft. Knox Gold Mine near Fairbanks.



At the end of a drift, or an underground tunnel, is the working face where the Sumitomo-Pogo underground miner will spend most of his time.



Sumitomo-Pogo core samples from exploration drills are collected, examined, and logged so that geologists can model the existing deposit and identify new deposits of gold.



Courtesy of Sumitomo-Pogo Mine. Photo by Judy Patrick

Alaska also has abundant natural-gas reserves which have yet to be fully developed. There has been natural-gas development in Cook Inlet since 1957, and natural gas has been exported to Japan. In 2007, the state passed the Alaska Gas Inducement Act (AGIA) and soon thereafter signed a licensing agreement with TransCanada for a natural-gas pipeline as Alaskans pursue increased exploration, development, sales, and export of natural gas. That agreement was replaced in 2014 with a new relationship between TransCanada and the North Slope producers to develop a large gas pipeline to produce liquified natural gas (LNG) for in-state sales and export. In the new agreement, the state established the Alaska Gasline Development Corporation to pursue this development and be the state authority to hold the 25 percent state interest in the eventual LNG plant. So, Alaskans continue to creatively work to find solutions to developing the oil and gas industry to ensure the state retains a strong natural-resource economy.

MINING

Mining continues to be a steady industry in Alaska. In 2012, there were 4,800 direct mining jobs, providing a direct and indirect payroll of nearly \$650 million. Exploration and development of mines accounted for over \$540 million of investment and has produced over \$3.0 billion in mineral production sales.

Dominating mining discussions is the prospect of developing the Pebble Mine. The Pebble Partnership claims that the mine has up to 40 million ounces of gold and 26 billion pounds of copper, making it one of the largest reserves in Alaska. If built, the mine could provide over 10,000 direct and indirect jobs and pay \$4.5 billion in state taxes and royalty payments. Mining opponents claim the mine poses a significant risk to downstream fish stocks, while mining proponents claim the mine can be developed and operated without significantly harming fish populations in Bristol Bay. It is expected this debate will continue for a number of years before development, if any, is done at the Pebble Mine.

FORESTRY

While forestry products remain an important economic resource in Alaska, the industry has experienced a dramatic reduction in jobs and revenues over the past 20 years. According to the Alaska Department of Labor, there were 307 people directly employed in forestry and logging jobs across Alaska in 2011, down from 4,600 in 1990. One of the bright spots in the Alaska forestry business is the export of lumber from Kodiak Island to China.

AGRICULTURE

Due to the northern climate and short growing season, relatively little farming occurs in Alaska. Most farms are in either the Matanuska Valley or on the Kenai Peninsula. The primary crops are potatoes, carrots, lettuce, and cabbage and are sold locally. The Tanana Valley is a notable agricultural region, especially around Delta Junction which has a small concentration of farms growing crops predominately of barley and hay. Alaskan agriculture has experienced a surge in growth of market gardens, small farms, and farmers' markets in recent years, with the highest percentage increase in growth nationwide in farmers' markets in 2011.



SEAFOOD

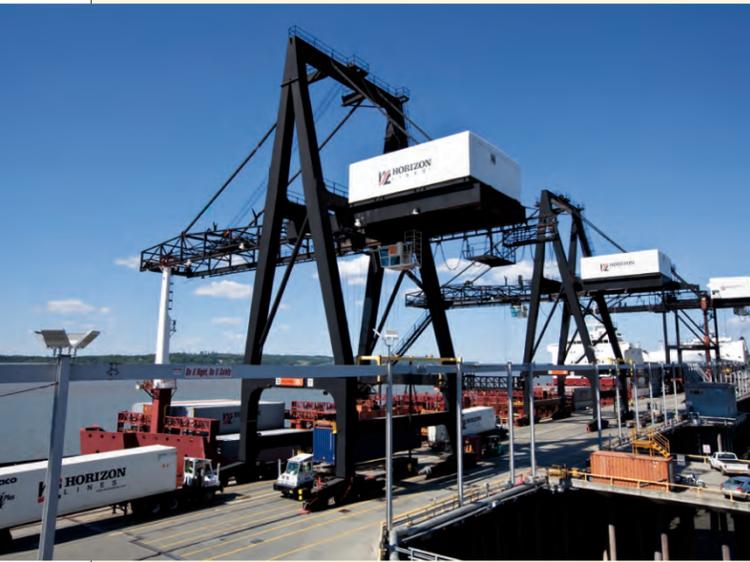
The Alaska seafood industry remains one of the most significant economic contributors to the state of any natural resource. Alaska is one of the most bountiful fishing regions in the world, producing a wide variety of seafood. It impacts every region of the state and has been a mainstay of the Alaskan existence for hundreds of years. Alaska's fisheries are managed to ensure sustainability, abundance, and quality. To warrant the highest standard and identify the unique value of Alaska salmon, the Alaska Seafood Marketing Institute (ASMI) established an exclusive certification process, which guarantees the highest standards for wild Alaska salmon. To prevent any impact to the high-value wild-salmon market, farming of salmon is strictly prohibited, ensuring that all salmon marketed from Alaska is truly wild.

Salmon fishing has faced challenges in recent decades. In 1997, the sockeye salmon catch in Bristol Bay dropped from 45 million fish in 1995, to just 12 million. Today, the salmon population in Bristol Bay is recovering, producing nearly 40 million fish in 2014. In contrast, the salmon returns to the Yukon and Kuskokwim Rivers have been extremely low and are projected to remain low for the next few years. The Cook Inlet has also faced a mixed salmon return.

The king crab and shrimp fisheries experienced a significant decline in stocks in the 1980s, resulting in loss of jobs and causing economic pressures on the shellfish industry. From the Bering Sea record 130-million-pound catch in 1980, the king-crab harvest declined to just three million pounds two years later. While overfishing may have been part of the problem, the change in water temperatures, a reproductive disease, and other factors also significantly contributed to this rapid decline. The king crab industry is stronger today than in the mid 1980s, but it still has not returned to the record catch numbers of the early 1980s. In contrast, throughout the 1990s, the snow crab industry increased to become the mainstay crab caught in Alaskan waters.

Sportfishing has drawn an ever-increasing interest in wild Alaskan adventures. Popular rivers like the Russian, Susitna, Montana Creek, and Deshka attract thousands of anglers annually, but it is the opulent wilderness fishing lodges like Katmailand's Angler's Paradise Lodges in Southwest Alaska, Waterfall Resort outside Ketchikan, Golden Horn Lodge near Dillingham, and others that cater to the high end adventure-seeking angler. Fishing is big business in Alaska and a strong draw for the tourism industry.

Ship day at the Port of Anchorage.



Courtesy of Port of Anchorage



Courtesy of Port of Anchorage



Port of Anchorage military equipment deployment.



Courtesy of Port of Anchorage

CIRI wind turbines ready to be shipped from Port of Anchorage.



View of the Lake Hood Seaplane Base with the Chugach Mountains in the background. The base is located next to the Ted Stevens Anchorage International Airport.



Courtesy of Wyndham Images



Courtesy of Wyndham Images

A floatplane gets a tune up at the Lake Hood Seaplane Base.



Korean Air Cargo freighters on the tarmac at Ted Stevens Anchorage International Airport.



Courtesy of Alaska International Airport System

TOURISM

Alaska is a popular destination, and while the industry saw a decrease in visitors from 2008 to 2010, primarily the result of a 2006 cruise ship ballot initiative that added new taxes on cruise companies and their passengers, the industry rebounded in 2012 with repeal of the taxes and an aggressive marketing program conducted by the Cruise Lines International Association. In 2010, direct cruise line spending in Alaska was \$930 million. By 2012, direct expenditures had increased to \$1.03 billion, providing over 22,000 jobs. Alaska had 1.97 million visitors between May 1, 2013, and April 30, 2014, an all-time high, making tourism the second-largest private sector employer, accounting for one in eight Alaskan jobs.

Alaska offers a variety of day cruises to view whales, glaciers, or simply to relax on the open blue waters of an unspoiled region. Alaska also has spectacular rivers inviting the visitors of all interests. Whether seeking a thrilling jet boat ride up Devil's Canyon, or a more relaxing trip on the Talkeetna, Chulitna, or Susitna rivers, Alaska offers spectacular vistas and life experiences.

The Alaska Railroad provides a robust summer passenger schedule. Visitors can ride the rails south to Seward for a visit to the Seward SeaLife Center, or leisurely take a train to Denali National Park to visit the extensive wildlife and experience wilderness Alaska. The railroad experienced an 18 percent increase in passengers in 2013, transporting nearly 490,000 passengers and generating \$25.6 million in revenues.

The large number of outfitters, guides, and remote-lodge operators for both hunters and fishermen makes Alaska a premier adventure destination. Often times, these are small, or even individual, businesses, but they provide the tourists with unique opportunities to experience Alaska beyond the road system and the traditional tourist areas. Combined, these adventures attract visitors from around the world and make the tourism industry very important to Alaska.

INTERNATIONAL TRADE

Alaska's unique position between North America and Asia has long provided for Alaskan trade with foreign nations. From the earliest Russian fur traders, to the Yankee Whalers, and from the modern day seafood exports, to today's mineral industry, Alaska has maintained a strong export market. For years, Japan was the largest importer of Alaska products, primarily buying Alaskan seafood. But in 2011, China became the largest importer of Alaska goods, nearly doubling the exports to Japan by 2013. Of significance to the Alaskan market is that China imports more than just seafood—China is also the largest importer of Alaska timber and mining products. In 2012 alone, international trade provided an estimated 88,000 jobs and generated \$4.6 billion in goods exports for Alaska.

COMMUNICATIONS

The telecommunications industry has seen tremendous growth in the past 20 years. With some federal deregulation, and the entry of new companies into the marketplace, Alaska has benefited greatly with increased communications capabilities. As recently as the early 1980s, Alaska still had party telephones and television shows were recorded in Seattle, shipped to Alaska, and played with a two-week delay. Today, Alaskans have instant access to the world with broadband fiber connection, cell phones, and cable and satellite services offered by a number of Alaskan and national companies, such as GCI, ATT, ACS, and Verizon. The improved communications capabilities have contributed significantly in the ability of the state to advance all industries and remain competitive in a rapidly changing market.



TRANSPORTATION

Transportation in Alaska is critical to the movement of commerce across the state and beyond Alaska's borders. Air-carrier service is available at most medium and large communities and is extremely reliable. In recent years, air carriers have consolidated, resulting in fewer companies than just a decade ago, but providing increased service with more modern aircraft. In 2013, the Ted Stevens Anchorage International Airport recorded over 5 million passenger enplanements, with one in ten jobs directly related to airport operations. Fairbanks serves as the aviation center for access to Interior and Northern Alaska. In Fairbanks, one in twenty jobs are attributed to the airport. Many of the air services across the state are provided by regional carriers, like Ravn Alaska, PenAir, Grant Aviation, Yute Air, and Bering Air. Augmenting these carriers to remote locations are a number of air-taxi services that operate from a variety of locations statewide.

Floatplane and small aircraft operations provide substantial support to the state's economy, whether it be flight training, aircraft maintenance services, air-taxi services, flightseeing, or charter services supporting the hunting and fishing industries. Only two percent of the state is connected to the road system, making aviation a basic mode of transportation. With approximately 82 percent of communities not served by roads, airports are essential. Therefore, the Alaska Department of Transportation owns and operates 252 rural airports, in addition to the Anchorage and Fairbanks International Airports. Anchorage is home to the world's largest and busiest floatplane operations at Lake Hood.

Because the state has a very limited road system, virtually all cargo is transported by water or air. Most of Alaska's commodities (Southeast Alaska excluded) arrive via the Port of Anchorage. The Port of Anchorage handles about 90 percent of all goods for nearly 85 percent of the state's population. Totem Ocean Trailor Express and Horizon Lines offer cargo ship service from the Pacific Northwest to Alaska using the ports of Anchorage, Kodiak, and Whittier. To transport goods beyond Anchorage, the state has multi-model capability.

Along the road and rail system, the Alaska Railroad and a number of trucking companies move cargo. But to reach the rural and remote areas, barges and aircraft are the primary means of transportation. Companies like Lynden operate trucks, aircraft, and barges, while other companies, like ACE Air Cargo, Northern Air Cargo, and Ryan Air, specialize in air transport services. Rural communities located along the coastline and rivers are also seasonally served by barge companies that transport oversized and heavy products, like vehicles, heavy equipment, and fuel to the villages. Crowley, Foss Maritime, and Delta Western provide flexible delivery methods to meet the needs of remote Alaska.

RETAIL

With steady economic growth over the past decade, Alaska has attracted any number of major national retailers to the state. Wal-Mart, Home Depot, Lowes, Sports Authority, Krogers, and Safeway have established solid business niches in Alaska. Recently, more national chains have opened operations in Alaska, like Target, Bass Pro Sports, Calbela's, and Sportsman's Warehouse have offered Alaskans a wider range of retail goods. The restaurant business has also seen growth, with expansion by Chiles, TGIFriday's, Dairy Queen, Applebee's, Buffalo Wild Wings, Olive Garden, Texas Roadhouse, IHOP, The Rock, and Hard Rock Café among some of the national chains that have ventured north to Alaska.



A majority of tourists visiting Alaska arrive by cruise ship.

Photo by Cruise Line Agencies of Alaska



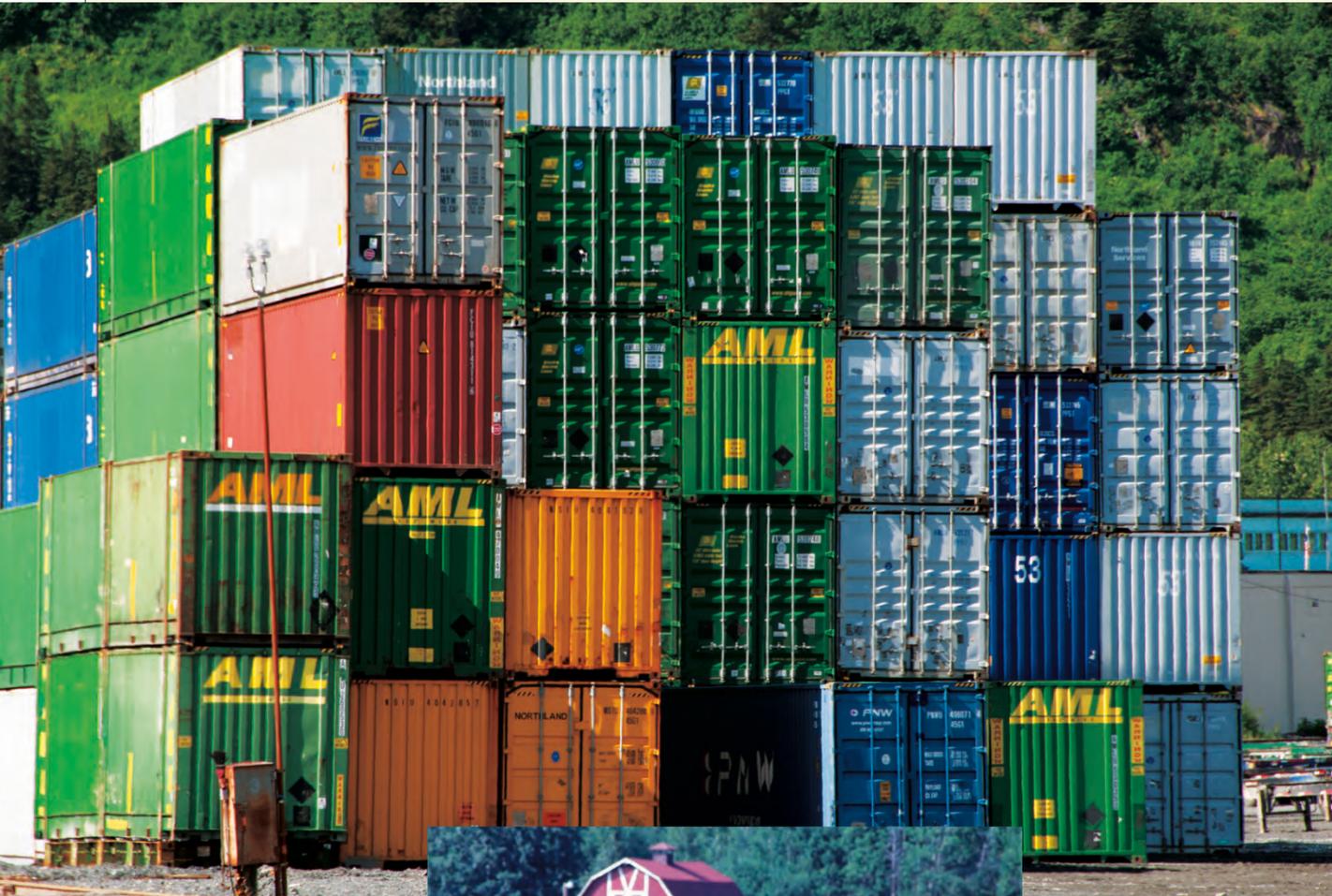
Photo by Sarah Kubie



Two railroads carry passengers in Alaska. The first is the Alaska Railroad, which is also a common freight carrier. The second, shown here, is the White Pass and Yukon Route.



Cargo containers stacked at the Port of Anchorage.



Courtesy of Wyndham Images



Courtesy of Alaska Commercial Fishing and Agriculture Bank

Farming in the Matanuska Valley.



FINANCING

With statehood, Alaskans were energized to build a vibrant and prosperous state. It would take banks to facilitate the transfer, management, and savings of money, so banking became a cornerstone business. Over the years, the banking industry has remained a strong economic base for Alaska. Coupled with this is the increase in number of credit unions operating in Alaska, which collectively reported total bank and credit union assets (excluding interstate banks) at \$13.4 billion in 2013.

Recognizing that Alaska has a natural-resource development economy and that the value of Alaska's natural resources belong to its citizens, the state established two programs to help stimulate the economy and provide a savings fund to buffer the state from future economic boom and bust cycles.

First, to foster economic development, the legislature established the Alaska Industrial Development and Export Authority (AIDEA). AIDEA's mission is to promote, develop, and advance economic growth and diversification in Alaska by providing various means of financing and investment. Since 1968, AIDEA has financed projects across the state, issued over \$1.3 billion in revenue bonds, purchased nearly \$1.0 billion in loans, and funded over 315 projects through its bond program.

Second, in 1976, Alaskans amended the state constitution to establish a Permanent Fund. In 1980, the legislature established the Alaska Permanent Fund Corporation (APFC) to manage the fund. While revenues generated by oil production are used to fund state government, a portion is also invested in the Permanent Fund. By July 2014, the Permanent Funds value exceeded \$52.0 billion.

As Alaska enters the 21st century, the days of booms and busts are hopefully a part of history. Alaska continues moving towards a more diversified and stable economy that will provide steady growth in the future, protected by a conservative fiscal policy that maintains sufficient financial reserves to protect future generations from having serious negative economic consequences.

Courtesy of Quantum Spatial



Aerial view of Anchorage.



ALASKA – AIR CROSSROADS OF THE WORLD

Following World War II, Alaska became a critical location for trans-Pacific flights. Anchorage and Fairbanks were developed as fuel stops. Northwest Orient Airlines, leased Shemya Air Base at the far western end of the Aleutian Chain for stops on the first service back to Japan following World War II. Pan American Airways served Alaska, at one point operating Boeing 707 flights from New York, non-stop to Fairbanks, continuing on to Japan. With the Soviet Union not permitting overflights by Western European or North American carriers, Anchorage provided the shortest and most economical air connection between North America and Asia throughout the 1970s and '80s. At its peak, Anchorage served virtually every western European and northeast Asian international air carrier, with service between Tokyo, Osaka, Seoul, and Taipei, and London, Paris, Amsterdam, Madrid, and Copenhagen. But with the end of the Cold War, Russia opened its airspace to commercial operations and starting in 1989, international passenger air carrier service took a rapid decline. During the 1990s Anchorage also offered service to the Russian Far East by both Alaska Airlines and Aeroflot.

To counter the loss in passenger revenues, Alaska undertook an aggressive marketing effort to attract air-cargo service. Federal Express developed the first international trans-shipment center in Anchorage. UPS followed with their own international trans-shipment center. These two cargo centers have significantly expanded over the past 20 years, providing a stable workforce. Coupled with the large number of Asian air-cargo carriers that also use the Ted Stevens Anchorage International Airport, Anchorage currently boasts operating the second-largest air-cargo airport in the Western Hemisphere, based on landed weight per year. Fairbanks also handled international cargo service from Japan and Korean Airlines between 1979 and 1984. In the 1990s, CargoLux, Lufthansa, and Air France resumed limited air-cargo stop-overs in Fairbanks, although most service ceased about a decade later.

Today, Anchorage has domestic air service by US Airways, Alaska, United, and Delta Airlines. Seasonal service is also provided by Air Canada, America, Jet Blue, Frontier, SunCountry, Condor, and Icelandair. Fairbanks has domestic service year-round by Alaska Airlines, with summer seasonal service also provided by United and Delta Airlines. Winter seasonal international passenger service from Japan, for Japanese tourists that travel to enjoy the aurora borealis, and summer service from Germany by Condor also operates from Fairbanks.

Courtesy of Alaska International Airport System



An aerial view of Ted Stevens Anchorage International Airport.



The still waters of Lake Hood reflect a spectacular, color-streaked sky in Anchorage. Lake Hood is home to the world's largest floatplane base.



Courtesy of Davis Constructors and Engineers, Inc., Photo by Ken Graham



Night view of Fairbanks International Airport.



THE ARCTIC

In 1778, the third voyage of Captain James Cook brought the English explorer to Alaska in search of the “Northwest Passage.” Commanding the *HMS Resolution*, Cook is recognized for mapping the coastline of Alaska from Vancouver Island to the Bering Strait for the first time. During this voyage he visited Southcentral Alaska while searching for the Northwest Passage. While sailing the upper Cook Inlet, where two narrow branches converge just south of modern day Anchorage, he determined the draft was not sufficient for passage and the currents too swift to navigate, so he turned around, subsequently naming the waterway, “Turnagain Arm.”

With the climate changing and the waters of the Arctic warming, sea ice is retreating and fish are migrating further north, bringing with them the shipping and fishing industries. Today, the Arctic is gaining interest worldwide, as Europe and Asia seek quicker routes to connect with each other. Limited cargo shipping has started through the Bering Straits across northern Russia to the Barents Sea. And cargo shipping companies are starting to seriously consider using the “Northwest Passage” across Alaska and northern Canada as an economical shipping route. In future years, it is expected both may be feasible, with a trans-polar route in international waters possibly coming into play for the largest of ice-hardened ships.

Coupled with the development of shipping across the Arctic, the northward migration of fish stocks has Arctic nations recognizing that active fishing in the Arctic will require new international regulatory agreements. The earliest signs of this change is occurring most dramatically above the Bering Strait, which directly impacts Northwest Alaska. Inupiat are seeing changes in the sea ice that are affecting their whale-hunting strategies. With more food reaching the Beaufort Sea, whales are spending more time feeding in the Arctic, potentially providing for longer hunting seasons and more supply.

In addition to fishing, the Arctic is opening up to adventure tourism. Accessible only by air and sea, the Arctic remains a distant location for most tourists. However, there has been a growing trend in the cruise industry for adventure tourism that takes people to extreme locations around the world. Recently, limited stops by cruise ships in Nome and off the shore of Barrow have sparked interest to the adventure tourist that Arctic Alaska is the ultimate tourism destination.

NANA Development Corporation



The Inupiat tradition of distance dog mushing is alive in the NANA region. Trails are shared by dog teams, snowmachines, ATVs, and the occasional long-distance skier.

The Brooks Range is the northernmost reach of the Rocky Mountains. The entirety of the range is within the Arctic Circle.

Courtesy of Quantum Spatial



The maintenance of roads and runways is vital to the success and survival of the communities and industrial concerns in the Arctic.



Courtesy of AFC. Photo ©2014 Judy Patrick Photography



Alaska Frontier Constructors hauls a giant Caterpillar across the frozen tundra.



The United State Coast Guard (USCG) is the primary agency for monitoring and regulating fishing in the waters surrounding Alaska and for providing safety to other maritime vessels. Arctic development has caused the USCG to establish a seasonal presence in Barrow and to initiate planning for possible facilities in Nome to serve the Bering and Chukchi Seas. While Nome has a port to support limited Arctic operations, Port Clarence and other locations are also being studied for future Arctic port operations.

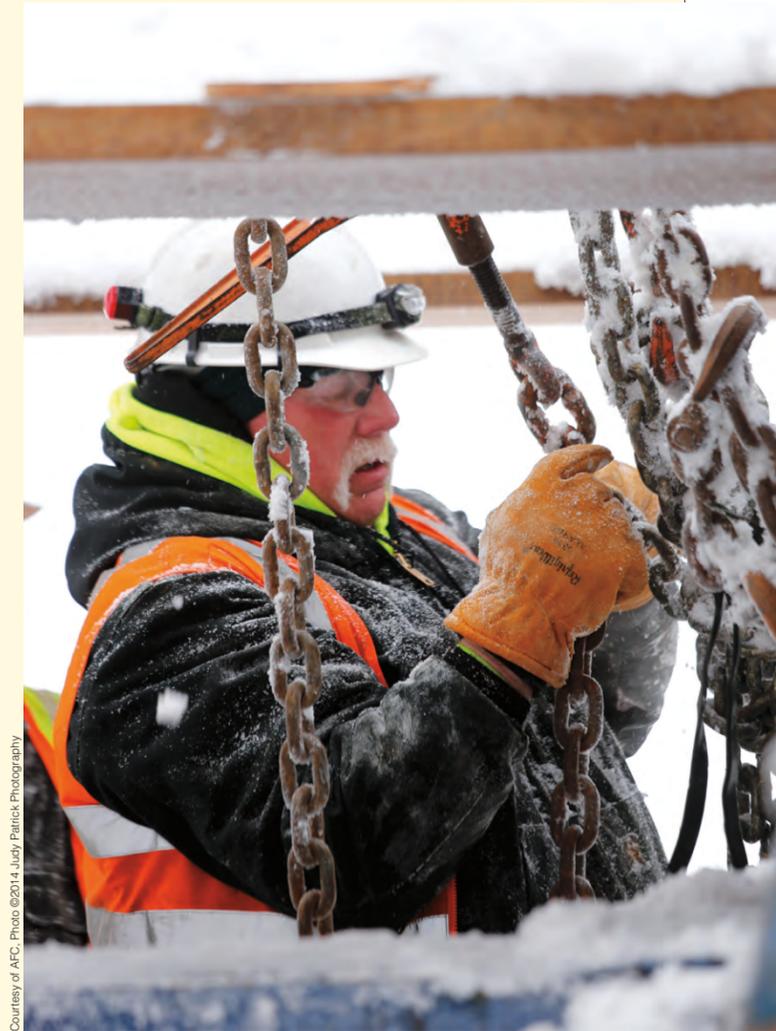
In 2011, the United States signed an agreement with other Arctic nations on general protocols for conducting search and rescue in the Arctic. The objective of this agreement, initiated by the Arctic Council, is to strengthen aeronautical and maritime search and rescue cooperation and coordination in the Arctic. Working with international agencies for a common, collaborative approach to Arctic search and rescue will enhance the capabilities currently maintained by the United States and will benefit the economic-development and life-safety interests of Alaskans across the Arctic.

The Arctic had an important role during the Cold War. The United States and Canada established Distant Early Warning (DEW) radar sites across the Arctic coastline. From Barter Island near Kaktovik to Point Lay, the DEW line provided early warning detection of possible incoming Soviet bombers and provided early warning against any potential sea-and-land invasion.

Russia has also resumed military maritime patrols of the Arctic, from the Chukchi Sea down the west coast of Alaska to the Bering Sea in part to establish their territorial claims to the Arctic and associated shipping lanes, resulting in increased responses by the U.S. military.

The issue of national claims in the Arctic has gained increasing interest with passage of the United Nations Convention on the Law of the Sea (UNCLOS) which provides for the protection of free navigation in the Arctic and establishes a 200-mile limit for sovereign rights for development. To date, the U.S. has not signed the treaty. With Alaska as the only state that borders the Arctic, future development of the Arctic is of critical interest to the state, and the direction taken by the United States to protect sovereignty of the off-shore resources is paramount.

One-fifth of the world's known and projected oil reserves and one-third of the known and projected natural gas reserves are expected to be in the Arctic. Russia has become active in pursuing its national interest in the Arctic. Arktika 2007 was a Russian expedition designed to explore the Arctic seabed and establish territorial interest in the Arctic and mineral rights by placing a Russian flag on the bottom of the Arctic Ocean at the North Pole.



Courtesy of AFC. Photo ©2014 Judy Patrick Photography

Working in the Arctic requires the fortitude to face extreme conditions.



Aerial view of Barrow.



Courtesy of Quantum Spatial

Since the 1968 discovery of oil at Prudhoe Bay, the Arctic has been a significant source of jobs and revenue to Alaska. Off-shore oil exploration and development along the North Slope has gained renewed interest, with a number of projects undergoing development.

British Petroleum (BP), the largest producer along the North Slope, is expanding production in the Prudhoe Bay area. The new west Prudhoe Bay project will be started in 2018, with hopes of producing 40,000 barrels per day (p/d) of crude. Following a number of years of litigation and permit reviews, ConocoPhillips started construction of a new project, CD-5, in the National Petroleum Reserve—Alaska, which when completed will produce about 16,000 barrels p/d. This is a milestone for development, as it is the first project to be drilled inside the Reserve. ExxonMobil moved forward with construction of the Point Thompson project in 2014, which will produce an additional 10,000 barrel p/d by 2016.

National controversy about oil exploration continues to prevent exploration in the Arctic National Wildlife Refuge (ANWR). ANWR covers approximately 19.64 million acres of land and water in north-eastern Alaska. When established, the law deferred a decision on the management of oil and gas exploration and development of 1.5 million acres in the coastal plain, known as the “1002 area.” In 1995, Senator Ted Steven led a successful effort for Congress to pass legislation permitting limited oil exploration in ANWR, but the legislation was subsequently vetoed by President Bill Clinton. While many Alaskans support drilling in the 1002 area, not all agree that the world market necessitates exploration at this time. For Alaska, this area remains a “wait and see” as to whether it will become both economically and environmentally sound to develop the 1002 area of ANWR.

Access to the Arctic has created the opportunity to improve global communications through development of a submerged transoceanic fiber-optic telecommunications project being installed by Arctic Fiber to connect Western Europe and Asia. With a branch-shore connection planned for Prudhoe Bay, this will provide high speed broadband access to the Arctic for the first time, creating enhanced opportunities for economic development, health care services, and education to Alaska.



Colville Holding LLC, Photo by Judy Patrick



Colville Holding supports many of the largest oil producers on the North Slope.



Navigating the Arctic ice is part of the subsistence traditions of Wainwright and other Arctic communities.

Courtesy of Olgonik Corporation



Courtesy of Alaska Native Village CEO Association (ANVCA)



The Aurora Borealis, also known as the Northern Lights, occurs when gaseous particles in the atmosphere collide with charged particles released from the sun. The different colors are a result of the type of gas particles that are affected at different levels in Earth's atmosphere.



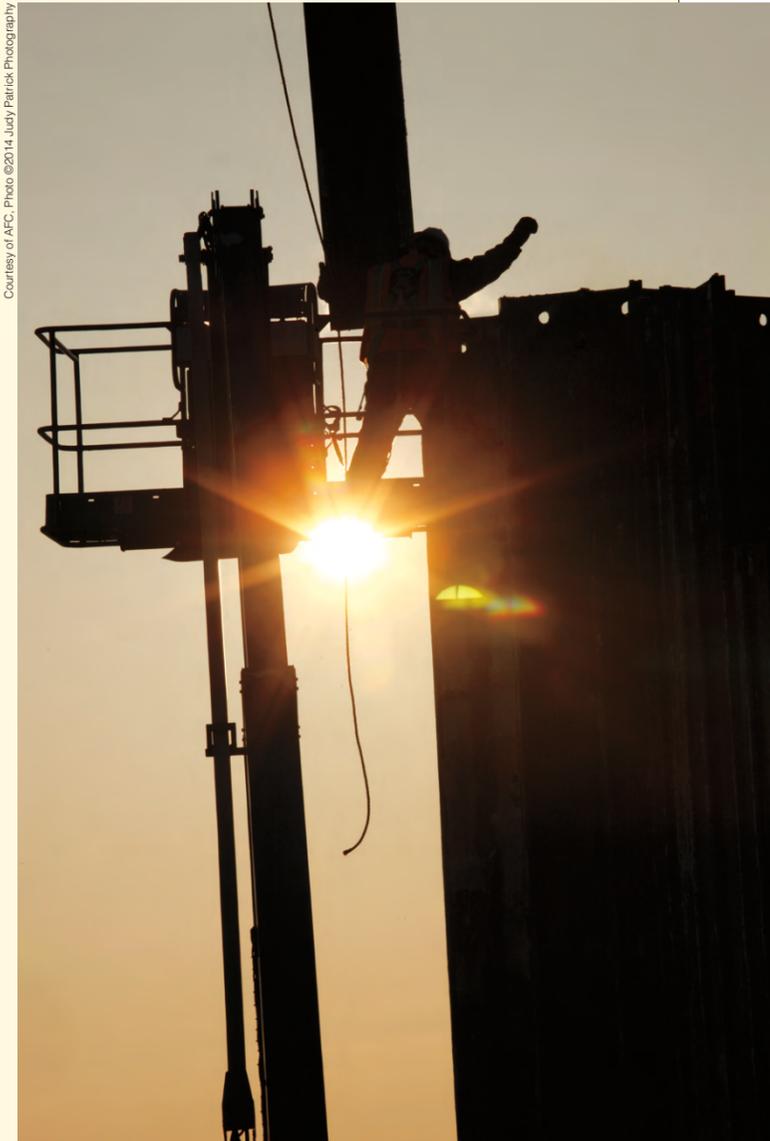
The image of the Arctic as a place of beauty and wonder has spurred growth in the tourism industry. The Gates of the Arctic National Park and Preserve lies north of the Arctic Circle and provides to the most adventurous a pristine wilderness that has few visitors each year. It is said that one can travel across the preserve for weeks and never come in contact with another person.

One of the most discussed issues concerns the potential impact that the retreating icecap may have on the polar bear. While some studies have concluded that the icecap melt is causing a reduced population of polar bears, other studies have found that the polar bear population in some parts of the Arctic is increasing. Alaskans continue to monitor the health of polar bears, who serve a valuable role in the food chain of the Arctic.

Cold weather, blizzards, and whiteouts are some of the common winter conditions experienced in the Arctic. Recently, as sea ice has receded, the area has experienced more seastorms with damaging winds and surf. Especially in the fall season when pack ice is far out to sea, these weather conditions have caused considerable shoreline erosion and property damage. But in this harsh climate, Alaska Natives have prospered for generations. Today, Barrow is one of the richest communities in Alaska, due to the oil production taxes collected by the North Slope Borough. The borough has a modern emergency response department and search-and-rescue capabilities created by the wealth of the oil industry to provide rapid response to life-threatening situations across the North Slope. While basketball is the most popular sport for youth in rural and remote Alaska, Barrow High School has the distinction of having the most northern outdoor football field in the world, with a passionate football community. Constructed of blue artificial turf, Cathy Parker Field is home of the Barrow Whalers football team.

The Arctic is a beautiful and challenging place to live, work, and play. Yet it is a region that holds tremendous promise for economic development and connections to the world. Preserving its natural beauty, while providing the essential elements for economic development and being respectful of the culture and heritage of the indigenous people, will define Alaska for generations to come.

Courtesy of AFC. Photo ©2014 Judy Patrick Photography



An Alaska Frontier Constructors worker checks the top of a tank.



RECREATION AND THE GREAT OUTDOORS

For those who venture north to the Great Land and choose to stay, the Alaska lifestyle can be one of splendor and awesome wonders—an almost a spiritual experience. Such adventurers find a special place where the beauty of the land energizes the spirit and provides a wealth of opportunity to experience life, in all its glory, to the fullest.

The abundance of recreational activities found in Alaska is limitless. Regardless of the weather, Alaska is about providing a balance between work and experiencing the tremendous variety of recreational activities available statewide. With winter conditions dominating nearly half the year, nobody is surprised to see that Alaskans enjoy outdoor winter activities much more than most other places. Downhill skiing is a favorite of both young and old, with ideal skiing conditions at Alaska's largest ski resort, the world-class Alyeska Resort south of Anchorage. Anchorage also hosts alpine downhill slopes at Arctic Valley and the convenient in-town Hilltop Ski Area. Eaglecrest Ski Area in Juneau provides excellent facilities and offers panoramic views of the Gastineau Channel. Since 1952, Mount Auroua Skiland has provided challenging downhill skiing in Fairbanks, while Moose Mountain offers a wide selection of downhill trails just a short half hour drive north of town. In Cordova, the Mount Eyak Ski Area has 30 runs for both downhill skiing and snowboarding.

Alaskan skiing is not limited to downhill. Some of the finest cross-country courses in the world are located in Alaska from well-lit and maintained trails at Kincade Park, to the rugged back country cross-country skiing at Hatcher Pass, to the wilderness trails at Sheep Mountain. Regardless of one's skill level, cross country skiing is a "must do" in Alaska.

Is it a snowmobile or a snowmachine? Actually, there're the same. In Alaska, so many people use the machine as their primary means of motorized transportation that Alaskans call it a snowmachine. And snowmachining is big business. From the world's longest snowmachine race, The Iron Dog, to the multitude of trails crisscrossing the parks and open spaces of Alaska, winter fun includes hours and hours of back-country exploration on the snowmachine.

Photo by Daniel Auer



A curious grizzly checks out a canoe.

A fresh paw print in the sand is evidence that a bear is nearby.

Photo by Daniel Auer



An otter thoughtfully poses for his portrait.



Photo by Daniel Auer



Courtesy of Homer Chamber of Commerce. Photo by Sharon Larson

Kayaking in Kachemak Bay.



With over a half million square miles of land, and winter conditions that extend the breath of the state, sled dog mushing has been a transportation requirement for centuries. Used to deliver an antitoxin to the community of Nome during the dyptheria epedemic of 1925, the sled dog became an Alaskan legend, celebrated today with the Iditarod Trail Dog Sled Race. Covering 1,150 miles of the roughest terrain in Alaska, the Iditarod is a hallmark event run each winter from Anchorage to Nome.

Interior Alaska also has a grueling dog sled race; the Yukon Quest. This 1,000-mile international race goes from Fairbanks to Whitehorse, Canada. Because of the harsh winter-weather conditions, the race is known as the "toughest race in the world." Out in Western Alaska, the Kuskokwim 300 runs along the Kuskokwim River from Bethel and is known as one of the world's premier dog sled races.

In sports, Alaskans are passionate about hockey. There is nothing in the sporting world that can excite the crowd more than a fast-paced, high scoring hockey game. The premier rivalry is between the University of Alaska's Anchorage Seawolves versus Fairbanks Nanooks in-state challenge for the Governors Cup. By the way, thinking that hockey is just a man's sport is dead wrong. In Alaska, the University of Alaska Fairbanks Nanooks Womens' Hockey Team plays an impressive competitive schedule each academic year.

With a strong base of youth hockey programs, to adult leagues, hockey is in the blood. Since 1989, the Anchorage Aces have provided professional level hockey in Alaska. In 2004, the name was changed to the Alaska Aces, providing a higher level of professional hockey to the state. Since then, the team has won the league's prestigious Kelly Cup three times. The Kenai River Brown Bears is a semi-professional hockey team in the North American Hockey League's West Division, along with the Fairbanks Ice Dogs. With so much hockey activity in the state, it is always possible to watch some ice time in Alaska.

As the seasons change, the days get longer and the temperature warms. The coming of summer brings out the adventurous looking to take full advantage of the daylight hours and the majestic beauty of the state. It's time to go exploring. Over 60 percent of all parklands managed by the National Park Service are in Alaska. The crown jewel is Denali National Park and Preserve, centered around North America's highest mountain, Mount McKinley. But beyond the road system lies some of America's most beautiful and isolated parks. Glacier Bay National Park and Preserve in Southeast Alaska is part of a 25 million square-mile international World Heritage Site. The Gates of the Arctic National Park and Preserve is the only national park in the United

States that lies entirely north of the Arctic Circle. Few visitors venture this far north, so one can visit the park, hike for weeks, and never come across another person. This park is for those who enjoy isolation in a imposing setting.

Very popular for both Alaskans and visitors is the Katmai National Park and Preserve. This park protects the volcanically devastated region surrounding Mount Katmai and the Valley of Ten Thousand Smokes and is internationally recognized for the important habitat for salmon along with the brown bears that feed on them in rivers and at Brooks Falls. The Kenai Fjords National Park and Preserve provides a mixture of rugged shoreline where visitors can view humpback whales and hike on glaciers, such as the Exit Glacier outside Seward. With so many national parks across the state, an adventuresome Alaskan can be busy for years.



Courtesy of Wyndham Images

Photographers love shooting in Alaska. Wildlife, unique events, and soaring vistas are all the delight of the shutterbug.



The State of Alaska has also established a vibrant state park system. Chugach State Park, located in Southcentral Alaska, contains approximately 495,000 acres of land. It is one of the largest state parks in the United States. With over 280 miles of trails, outdoor enthusiasts can enjoy off-road vehicle trekking, mountain biking, horseback riding, back-country hiking and camping, as well as day visits to numerous picturesque locations within the park. There are even cabin rentals for those who wish to have a more sheltered overnight experience. Interior Alaska has an abundance of state parks and recreation areas providing a variety of options to enjoy the great outdoors. The Chena River State Recreation Area offers visitors the opportunity to hike, dog-mush, or travel miles through pristine wilderness using off-road vehicles. The Kenai Peninsula also has an abundance of state parks, which includes a range of places with outstanding fishing sites. The numerous state parks of Southeast Alaska offer chances to view a large variety of Alaskan wildlife, including the bald eagle. The ability to hike near glaciers and among old-growth trees in the Tongass National Forest, or simply relax on the rocky shores enjoying the vistas of “wild” Alaska makes a Southeast park adventure truly unique.

In Alaska, “Fishin’ is the Mission.” From mid May until late September, Alaskans get outdoors and take on the challenge of catching the big one. Whether it is saltwater fishing for halibut, river-fishing for salmon (the chinook/king salmon is the official state fish), or lake-fishing for steelhead trout, arctic grayling, arctic char, or dolly varden, Alaskans are absorbed with fishing. Known as “combat fishing” to locals; the Kenai River, Russian River, Montana Creek and other popular locations are often congested with anglers as they work the lines to bring in a fish. It is fishing that attracts a significant number of adventurous tourists to the state, pursuing their dream of catching the trophy fish from Alaskan waters. And fishing is not just reserved for rural and wilderness areas. Ship Creek runs from the Chugach Mountains directly through the center of downtown Anchorage. Spirited anglers flock to the banks of Ship Creek to catch salmon all summer long. Where else can a person work in a downtown office and use a lunch break to go down the hill to participate in the Alaskan salmon fishing adventure?

Ukak Falls in the Valley of Ten Thousand Smokes.



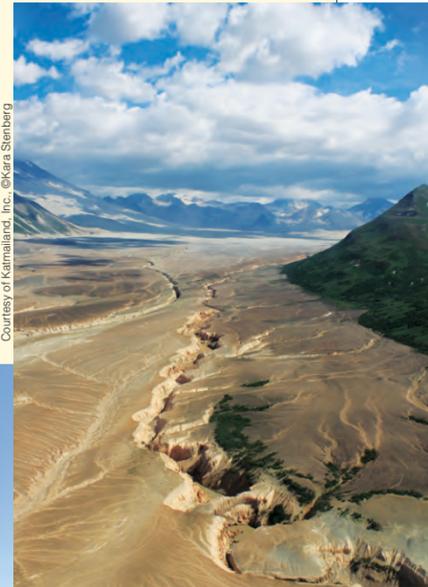
Courtesy of Karmalind, Inc. ©Kara Stenberg



In 1912, the newly formed Novarupta volcano completely transformed the Ukak River valley. Ash and pumice surged at more than 100 miles-per-hour, covering an area of approximately 40 square-miles. It took decades to cool, and the vented steam led to the name “Ten Thousand Smokes.” Shown here is the Three Forks Confluence in the valley.



Floor of the Valley of Ten Thousand Smokes.



Courtesy of Karmalind, Inc. ©Kara Stenberg

Courtesy of Karmalind, Inc. ©Kara Stenberg



Courtesy of the Alaska Department of Fish and Game. Photo by Erwin and Peggy Bauer/USFWS



A lynx stalks its prey.

Dall sheep.



Courtesy of the Alaska Department of Fish and Game



For the hearty adventurer, hunting in Alaska is a world-class experience. Hunting options for small game range from grouse, to hare, to ptarmagin. With an estimated 30,000 brown (grizzly) bears in Alaska, hunters interested in big game have a chance to hunt this trophy animal, while the smaller black bear can be hunted year-round in certain areas of the state. The large geographical size of Alaska also provides hunters with options to hunt for mountain goat in the Southeast rainforest or along the Southcentral coast and the Sitka black-tailed deer on Kodiak Island, around Prince William Sound, and in Southeast Alaska. Some species, such as caribou and moose, are widely distributed across the state providing ample opportunities for a successful hunt. And in Alaska, wolf hunting is legal.

Alaska has more pilots per capita than any state in the nation. This is reflected by the extensive number of Alaskans who fly both for work and fun. What better way to enjoy the majesty of this land than flying above some of the most spectacular scenery in the world. Alaska's youth sports programs excel at providing a wide variety of activities year-round. From summer baseball leagues, to winter hockey and basketball, and youth football and soccer, youth sports activities abound in Alaska. The state also has a vibrant Special Olympics program serving athletes with an intellectual disability (ID). Offering year-round sports training programs, Alaska's Special Olympics is a national model.

Today, Alaskans have extensive choices for recreational sports. Whether biking along the miles of bike trails, canoeing one of the crystal clear Alaskan lakes, or hang-gliding from the peaks of an Alaskan mountaintop, outdoors activities provide Alaskans with the chance to enjoy the immense magnificence of this great state. It is the awesome landscape and natural beauty that captivates the hearts of Alaskans and instills excitement to explore and experience the greatest natural recreational environment on this planet.

*When I was a child and I lived in the city,
I dreamed of Alaska so far away.
And I dreamed I was flying over mountains and glaciers,
Somehow I knew I'd live there one day.*

*Well it took me some grow'in and a fair bit of school'in,
And a little bit of trouble to get on the move.
And I felt like a loser, but I turned out the winner,
When I came to Alaska, the land that I love.*

*Here's to Alaska, here's to the people,
Here's to the wild, and here's to the free.
Here's to my life in a chosen country,
Here's to Alaska and me.*

Excerpt from "Alaska and Me"—Lyrics by John Denver

Courtesy of the Alaska Department of Fish and Game



A red-breasted sapsucker woodpecker.



CELEBRATION AND THE ARTS

In Alaska, there is always something to celebrate! Alaskans take maximum advantage of the spirit of the north to get together, remember their past, celebrate their successes, and simply to have a good time no matter what the season.

WINTER

In Alaska, winter means being outdoors. The dark and cold of winter are no deterrents to the festive atmosphere Alaskans enjoy. America's premier winter festival, Anchorage Fur Rendezvous, known locally as the Fur Rondy, takes place each February. Originally started in 1935 to bring miners and trappers into the city, today this event includes such activities as an outhouse race; blanket toss; snowshoe baseball; sled-dog races; fireworks; a Grand Parade; Miners and Trappers Ball; and an outdoor winter carnival, complete with rides, games, and food.

In Fairbanks, where the winter temperatures can remain below zero for weeks at a time, the world's foremost ice-carving competition is held. The annual Winter Ice Art Championship attracts ice carvers from around the globe to create spectacular ice carvings. Further south, another popular winter festival is the annual Wrangell Tent City Days, which celebrates the gold rush days along the Stikine River. Highlights include the Fancy Dress Ball and theatrical presentations.

Winter also brings with it some of the finest arts and culture events. Each February, Alaskans come to Sitka to enjoy the Sitka Jazz Festival, which attracts some of the finest jazz musicians in the world to perform and teach music appreciation.

In Anchorage, a number of world-class events are held at the Alaska Center for the Performing Arts. During this time, Alaskans have the chance to enjoy spectacular shows, the works of professional artists, exquisite local performances, and a plethora of other events. The Anchorage Symphony Orchestra offers some of the country's finest symphonic music, using both local and national professional musicians. Likewise, the Anchorage Concert Association brings to Alaska a multitude of Broadway plays and highly acclaimed productions, warming Alaskans with the finest theatrical presentations and providing an uplifting break to winter.

Courtesy of ANTHC, photo by Kraig Haver



Angela Young of the Kikaput Dance group.

A detail from the clan house featured at Totem Bight State Historical Park in Ketchikan.

Courtesy of Wyncham Images





The art of Tlingit basket weaving is disappearing. Shown is a weaver, circa 1905, at work on a new basket. Displayed are products of her labor that are both beautiful and functional. Natural fibers such as spruce roots, grasses, and twisted cedar bark were used, with split spruce roots making the finest baskets. These artisans could make their baskets watertight. Such vessels were used for cooking by dropping beated rocks into water held by the basket until the water boiled.

Billy Webster, a Tlingit artist, is painting a leader's dance staff that is carved in a killer whale design. A dance staff might be used at celebrations and

feasts such as a Potlatch. Also shown are other examples of Tlingit carving, including small totem poles.



Alaska State Library, Angoon-People-18, Alaska State Library Photograph Collection



Alaska State Library, p001-051, Vincent Soboleff Photograph Collection



Totem Heritage Center in Ketchikan.



Courtesy of State of Alaska Department of Public Safety

The Anchorage Opera is the largest producer of the performing arts in Alaska and offers Alaskans the opportunity to expand their artistic abilities by participating in complex productions. And for those who seek a progressive and vibrant mix of contemporary visual, performing, literary, and media art, Out North offers an extensive choice of art events that challenge conventional notions of what constitutes contemporary culture.

As Alaska transitions from winter to spring, the popular Nenana Ice Classic becomes the focal point. In anticipation of warmer temperatures and longer days, the ice breakup is a heralding event. During the Ice Classic, residents legally wager in a pool on the exact time that a particular clock, affixed to a tripod, stops. The clock and tripod are placed in the center of the Tanana River in Nenana. As the ice melts and break-up commences, the tripod begins to move down the river, thereby stopping the clock. Whoever has the slip with the correct time, or the time closest to it, wins the pot.

SPRING

As spring transforms the frozen earth to vibrant colors, Alaskans venture back to the great outdoors. The University of Alaska, Fairbanks hosts the Festival of Native Arts each March. This premier festival features Native dance groups, Native artisans, and educational forums from multiple indigenous cultures. In April, the community of Barrow celebrates the spring Piuraagiaqta Festival, while Juneau holds its annual Folk Festival.

By May, the sun is rising as early as 3:35 am in Fairbanks, and Alaskans are busy taking advantage of the pending summer season to rejuvenate and experience the vibrant burst of beauty offered by the explosive summer. Kodiak holds its annual Crab Festival, while Petersburg celebrates its Norwegian heritage with the Petersburg Norwegian Festival. In Delta Junction, the residents celebrate the Buffalo Wallow Square Dance Festival. And summer is just about to begin.

SUMMER

Twenty-four hours of daylight in summer makes for a never-ending celebration. As Alaskans say during the summer, "You can always sleep in winter."

In Anchorage, the weekend market is in full operation. The Alaska Baseball League has started the season of pitching with the Anchorage Glacier Pilots playing against the Mat-Su Miners, while the Anchorage Buckaroos are up in Fairbanks challenging the Goldpanners, and the Peninsula Oilers face off against the Chugiak Chinooks.

Summertime provides a variety of cultural experiences, with the Scottish Highland Games and Three Barons Fair held in Anchorage. Juneteenth marks the end of slavery and in Alaska a celebration is held on Anchorage's Denali Park Strip. Palmer's Colony Days bring out the sourdoughs to celebrate the original 1935 homestead of the Matanuska Valley Colony.

With long sunny days, Fairbanks holds the Midnight Sun Baseball Game on June 21st, and yes, it really is played at midnight at the peak of the summer solstice. Further north, the residents of Nome are celebrating their own Midnight Sun Festival and in Barrow Alaskans are enjoying the Nalukatag Whaling Festival. Down in Southeast, the Sitka Summer Music Festival is in full swing. In Juneau, Gold Rush Days is a two day event which celebrates the rich heritage of the timber and mining industries in Alaska. And it's only June!

Come July, Alaskans start the month celebrating the independence of the United States with communities all over Alaska holding parades, picnics, and events in recognition of July 4th, Independence Day. July brings the Seward Mount Marathon Run, a grueling race up the steep mountain side from sea level to 4,100 and back. And don't accuse Alaskans of lacking a sense of humor, as summer festivities include the Talkeetna Moose Dropping Festival and the Girdwood Forest Fair. The Forest Fair features Alaska artists, hand-crafts, and food, including the Forest Fair Parade.



Throughout the summer, salmon derbys are held in coastal communities to encourage fishing and the competitive spirit of catching either the biggest fish or the tagged fish. Down in Southeast Alaska, Thorne Bay holds the Prince of Wales Fair and Logging Show, and back in Eagle River, Alaskans are enjoying the Bear Paw Festival. With so much to do, and so little time, Alaskans never take a summer day for granted. Back in Fairbanks, Alaskans celebrate their pioneering history and the gold rush of Interior Alaska during Golden Days. It is a week-long festival filled with events such as a street fair, a parade, a senior luncheon, and a rubber duckie race on the Chena River.

As the days get shorter in August and the temperature cools, Alaskans hold traditional late-summer events. The Alaska State Fair in Palmer, is a state highlight. With the abundance of summer daylight, it is not uncommon for Alaskans to grow big—really big—vegetables. The world record was set in 2012 at the Alaska State Fair Giant Cabbage Weigh-Off, with the winner weighing in at 138.25 pounds.

This is also the time for the World Eskimo-Indian Olympics. Started in Fairbanks, the event brings together indigenous people from around the world to test their talents at traditional skills, like the ear pull, Alaskan high-kick, greased-pole walk, and four-man carry. The Tanana Valley State Fair brings Interior residents together for a community gathering featuring family fun, entertainment, and competitive exhibits.

Back in Girdwood, the Blueberry Music Festival is held at the Alyeska Resort. This family-oriented event celebrates the many creations possible with Alaska blueberries. Who can resist a taste of blueberry wine? The Talkeetna Bluegrass Music Festival provides Alaskans with a diversion with old-time country music and country events to celebrate the coming of autumn, while Wrangell holds the Wrangell Bearfest, a time to learn about the Alaskan bear, participate in the golf tournament, enjoy music, and feast at the annual banquet.

FALL

As summer fades, it's time to slow down and prepare for winter. In September, as the leaves turn golden across the state, indoor pursuits start to replace the active summer outdoor activities. Of course, leave it to Girdwood to capture the most unique celebration with its September Fungus Fair.

A highlight of each year is the commemorative transfer of Alaska from Russia to the United States. In Sitka, the annual Alaska Day Festival includes citizens in historic dress from the era and a reenactment of the transfer on Castle Hill. The transfer from Russia is so important to Alaskans that the date has become a state holiday. Sitka also holds the annual Whalefest, while over in Petersburg, a traditional Octoberfest is on-going.

Fall is always a good time to visit the Alaska Zoo. Located in Anchorage, the zoo is part of the fabric of our great state and community. Celebrating 45 years in 2014, the Alaska Zoo is now home to over 100 animals. The zoo conducts Tuesday night animal talks, Friday night live music on the lawn, and the "Feast for the Beasts" fundraiser. In November the "Zoo Lights" season begins with the zoo decked out in lights. In December, the zoo raises funds with the "Christmas for Animals" event.



Courtesy of Davis Constructors and Engineers, Inc., Photo by Jenith Flynn

The Imaginarium Discovery Center in Anchorage is a place where visitors of all ages can explore art, history, and science. Hands-on exhibits encourage participation and learning through play.



An artist displays his wares at an Anchorage arts festival.



Courtesy of Wyndham Images



Senator Lisa Murkowski competes in the Slippery Salmon Olympics.



Courtesy of Wyncham Images



Courtesy of Wyncham Images

Aspiring ballerinas prepare for their performance at the Independence Day Celebration in Eagle River.



THE CYCLE STARTS AGAIN

With the return of winter, Alaskans across the state gear up for the holidays. There are numerous Christmas Tree lightings and winter craft-fairs statewide. This is a time for families to be together, planning for the new year and the activities that await.

But this is also a time when Alaskans enjoy a variety of indoor cultural activities. The Anchorage Museum provides an excellent venue for learning about the history of Alaska, as well as for viewing some of the finest Alaskan art on display anywhere in the world. A highlight of the museum is Sydney Laurence's 13-foot-wide painting masterpiece entitled, *Mt. McKinley*. In Fairbanks, the Museum of the North provides a unique opportunity to study the specimens and collections relating to the natural, artistic, and cultural heritage of Alaska and the Circumpolar North.

The Anchorage Concert Association annually performs "The Nutcracker" at the Alaska Center for the Performing Arts while the Juneau Symphony heralds in their annual schedule of events, which often brings in guest conductors for truly international quality performances. In the Interior, the Fairbanks Symphony Orchestra offers exquisite performances, with a series of sophisticated musical events that also bring in critically acclaimed talent to perform with local artists. A Fairbanks highlight is the Design Alaska Holiday Concert, which features traditional holiday music. Being just a few miles from the North Pole, it is said that this is Santa's hometown concert.

"Christmas in Ice," a winter ice park in North Pole, Alaska, kicks off in November and features Christmas-themed ice art competition pieces, ice slides and a maze, and educational ice sculpture demonstrations, adding color and light to the Interior Alaska winter. And, yes, Santa Claus opens the doors to his house in North Pole. It truly is a time to celebrate.

On December 21st, Alaska celebrates the winter solstice with vigor. Cross-country skiing or snowshoeing by moonlight, the Lantern Walk in Eagle River, the Winter Solstice Ice Skating Party in Anchorage, this is a time to get outdoors and celebrate the magical aspects of Alaska.

With the end of the year, Alaskans light up the sky with fireworks to celebrate the passing of a wonderful year, while anticipating yet another wonderful year to come in the Great Land. So as the year comes to a close, the biggest fireworks display of all is the Aurora Borealis, a stunning show of lights in the skies above Alaska which captivates the imagination of young and old alike. Yup, Alaskans certainly know how to celebrate the seasons!

Courtesy of Wyncham Images



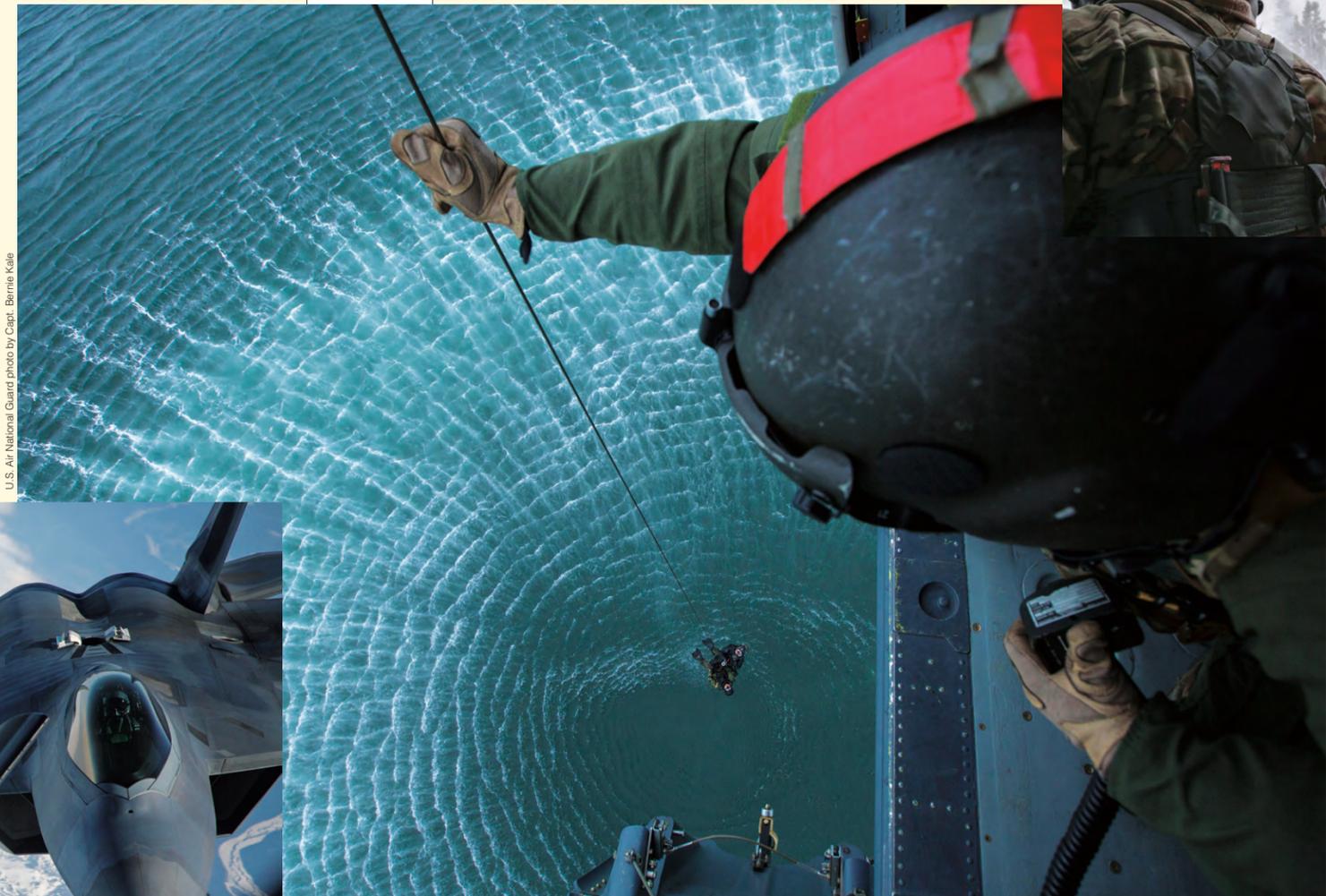
The Colony High band marches in the 4th of July parade.



OPERATION SANTA CLAUS

One of Alaska's most celebrated holiday events is the Alaska National Guard's "Operation Santa Claus." Started in the Alaska Air National Guard, Operation Santa Claus began in 1956 as a result of a request from St. Mary's Mission for toys for their children. In those days, Guardsmen would accept new or used toys from members of the Anchorage community. In turn, they would then hand them over to Santa Claus for delivery aboard an Air Guard C-123J Provider Aircraft to St. Mary's. The primary transportation for Operation Santa Claus is now the sturdy C-130H Hercules of the Alaska Air Guard's 176th Wing. In addition, the Alaska Army Guard helps out with the delivery of hundreds of gifts for youth and elders in remote villages through the use of the Black Hawk helicopter. All of the major Operation Santa Claus visits include time for music, singing, story-telling and the kind acts of gift giving. Currently, Operation Santa Claus brings each child a new gift and a book, and Santa tries to provide a goodie-bag filled with fresh fruit, water, toothbrush, toothpaste, and school supplies for each of the children.

Tech. Sgt. Dave Torrance, special mission aviator, 210th Rescue Squadron, Alaska Air National Guard, mans the hoist cable system during a training mission above Homer, Alaska, in 2014. The cable hoist system is used to lower pararescuemen to treat and rescue potential victims when the weather or terrain does not allow for the helicopter to land. In a combat theater the hoist system allows for an expedited rescue to minimize the vulnerability of the Pave Hawk and the crewmembers.



U.S. Air National Guard photo by Capt. Bernie Kelle

U.S. Army National Guard photo by Sgt. Balinda O'Neal

Alaska Air Guardsman Capt. John Romsper, a 212th Rescue Squadron combat rescue officer, prepares to be lowered via hoist out of an HH-60 Pave Hawk helicopter during a training mission held near Mount Susitna in 2014. The cable hoist system is used to lower pararescuemen to treat and rescue potential victims when the weather or terrain does not allow for the helicopter to land. In a combat theater, the hoist system allows for an expedited rescue to minimize the vulnerability of the Pave Hawk and the crewmembers.



U.S. Air National Guard photo by Capt. Bernie Kelle

F-22 Raptors from the 525th Fighter Squadron, based at Joint Base Elmendorf-Richardson, book up to an Alaska Air National Guard KC-135 Stratotanker, from the 168th Air Refueling Wing, to conduct in-air refueling over the

Joint Pacific Alaska Range Complex during their fighter/bomber exercises. The JPARC consists of 65,000 square miles of airspace used for military training in Alaska, also providing opportunities for multinational training.



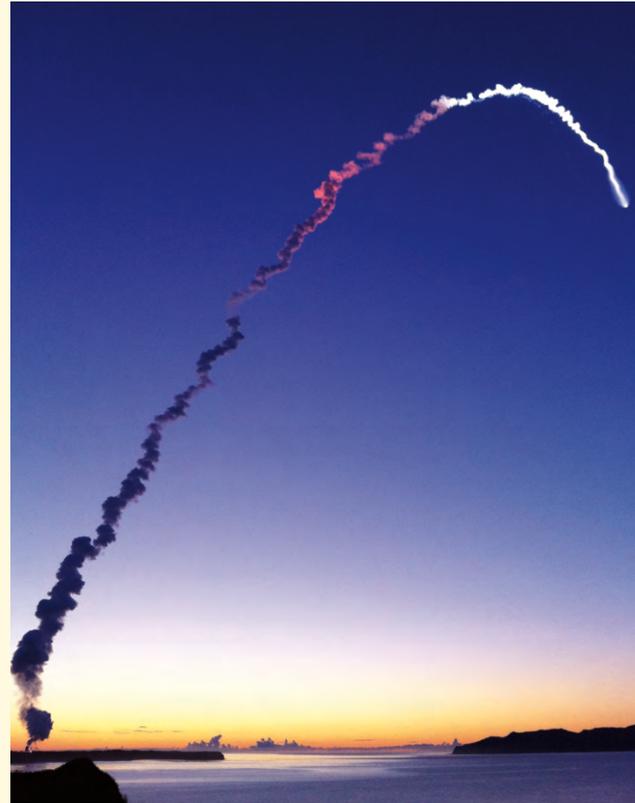


NORTH TO THE FUTURE

Today, Alaska continues to be an evolving state. The vision of Alaska's pioneers was to build a state that was financially self-sufficient and guaranteed individual freedoms. This is reflected in the Alaska constitution, which emphasizes individual privacy and the principle of managing the state's natural resources as a public trust for the maximum benefit of the people. It is this fundamental principle of governance that has formed a state with tremendous wealth and personal liberties. This foundation has made possible the structure that will allow a future Alaska to prosper. Developing a more stable economy remains a challenge, but the principles for creating a state with a broad economic footing are the makings of a more mature and independent state.

There has long been a theory that the Alaska economy is like a three legged stool. One leg is Federal government funding, another is the oil industry, with the third leg comprised of all other natural resource development. Each of these legs accounts for just over 30 percent of the financial base for Alaska. But this model is changing. Other industries are becoming larger components of the economy. Health services and education have seen tremendous increases, infusing significant new monies into the Alaska economy and creating jobs across the state. State and local government has also grown, providing significantly more services and over 38,000 jobs by 2014. Alaska's Native corporations have established a strong and stable economic base which is benefitting many other sectors of the state's economy in addition to Alaska Natives. Finally, tourism has seen significant growth, especially with the changes in cruise ship taxes and regulations, as well as with the broadcast of numerous Alaska reality shows seen worldwide. This diversification of the economy is good for Alaska, as it creates a more stable marketplace, which will dampen any future downturns in any single economic sector. As Alaska changes, the past "Boom and Bust" days will become less significant to economic sustainability.

Courtesy of Alaska Aerospace Corporation



STP-S26 launch as seen from the telemetry re-radiation site.

Nike missile site.

Courtesy of Quantum Spatial





The historic Creek Street in Ketchikan is a popular visitor destination that has an infamous past. The boardwalk built upon stilts was once home to the area's red-light district.



Courtesy of Wyncham Images



Courtesy of Alaska Department of Fish and Game

Scientists work beside Dawes Glacier in the Tracy Arm Fjord.



However, there are many pressures working against Alaska maintaining a stable economy. Natural-resource development has become more difficult, with extensive environmental and permitting requirements. The state's pioneer spirit of the past has evolved into a more conservative development approach, while still demanding significant state and Federal government funds. Natural-resource development will remain a significant economic factor in Alaska for decades to come, but it is up to future generations of Alaskans to ensure that the principles outlined in the state constitution—of managing the states resources for the benefit of the people—continues to provide for the economic stability necessary for Alaska to truly become self-sufficient.

One of the most challenging aspects of the future will be the proper management of the oil and gas industry. In an effort to equitably manage oil revenues for the state, there have been a number of oil tax reforms since oil was first discovered on the North Slope. The Economic Limit Factor (ELF) tax was intended to stimulate more production and offset the economic burden of producing oil at a marginally profitable basis, thereby preventing North Slope fields from becoming uneconomical to operate. Under ELF, as oil fields were depleted, the effective tax rate declined at a faster rate.

In 2006, the State Legislature changed the tax formula to address the declining oil production, with the expectation that revenues would increase to the state even while supply declined. Production continued to decline, so in 2007, Governor Palin introduced the Alaska Clear and Equitable Share (ACES) oil tax which was intended to be an equitable tax system to replace the 2006 Petroleum Production Tax. However, oil production continued its decline and investment in exploration also fell. By 2013, North Dakota had surpassed Alaska in oil production and in 2014, California did also. This downward trend in Alaskan oil production was but one indicator that Alaska's fiscal policies were not generating increased investments, but were causing the oil industry to focus outside of Alaska for exploration and production. If not checked, a longterm decline would have a devastating impact on the state's economy.

To rejuvenate production, the State Legislature revamped the tax structure in 2014 to provide more incentives for development. However, some Alaskans believed this tax reduction would financially hurt Alaska by reducing state income from taxes and royalties. A referendum petition was conducted to repeal the tax change and revert back to the higher tax policy of ACES. The issue was on the ballot in the August 2014 state primary. After a heated campaign by both sides, the referendum narrowly failed by a 54 percent to 46 percent split.

Today, oil companies have renewed development activity and new jobs are being created in engineering, construction, and logistics to support increased exploration and production. These tax changes have seen a marked increase in exploration and development along the North Slope, reducing the rate of production decline.



Courtesy of Aleutian Pitblot Island Association. Photo by Barbara Lestenkof

St. Paul Island in the Aleutians.



There has also been renewed activity in developing a natural-gas pipeline for the transport and sale of Alaska natural gas. The Alaska Gasline Development Corporation is pursuing development of a pipeline that will transport natural gas from the North Slope to tide-water for liquidification and export sales. As the world's demand for natural gas increases, especially around the Pacific Rim and in Asia, Alaska is poised to benefit from new natural gas sales to both in-state and export markets.

Forty-five years after the Alaska Native Settlement Claims Act (ANSCA) was signed into law, most Alaska Native corporations have matured into diversified and profitable businesses which are providing many benefits to the corporation shareholders. Ranging from significant investment in health care facilities and programs, to providing exceptional contract services to government and commercial companies, Alaska Native corporations have established a leadership role in increasing educational opportunities, creating jobs, and improving the quality of life in Alaska.



Homer Harbor at sunset.

Courtesy of Homer Chamber of Commerce, Photo by Jenny Olson

Tensions still remain between the state and Federal government, as many Alaskans believe the Federal government continues to provide excessive oversight of state issues and has been slow at transferring Federal lands to the state, which was a condition of statehood back in 1959. The State of Alaska has sued the Federal government to increase the transfer of lands, as well as to reduce the oversight on programs that are traditionally under a state's control in other regions of the United States. One of the areas of contention is the coastal zone management program in Alaska. In line with the principles of the state constitution, Alaska has argued that its coastal regions should be managed by the state.

Regardless of these frictions, Alaska has demonstrated a resilience to adapt to the situational politics created by these disagreements and continued to build an economically strong and environmentally sound state. Alaskans, above all, do not want to destroy the majestic beauty of this pristine land. A careful balance between development and conservation is the unique attribute that has allowed Alaska to build the stable economy currently enjoyed by residents. It is from that perspective that Alaskans desire more management control over the lands and policies that have the most direct impact on their quality of life.

It is the vast, open, and magnificent wilderness that marks Alaska as a premier tourist destination. And, it is this same natural beauty that is the reason so many have elected to make Alaska home. Anyone who has flown over the coastal mountains of Southcentral Alaska on a sunny day in summer can't help but marvel at the sight of white glaciers carving through mountains and green forests reaching to touch the sparkling seas. It is awe inspiring and captures the essence of why Alaskans, more than most other people, feel a close relationship to this land.

Alaska has shown that the state once called "Sewards Folly" has become an economically sound state with a solid footing from our past to a clear vision of our future. Alaska's future is bold and bright. An exciting place to live and work, Alaska is a land with a rich past and a bright future that is bursting forward. New trends, such as growth in the medical industry—including the ability to treat and monitor health issues remotely via the Internet—continue to open the economy to further diversification. Supported and inspired by world-class research and state-of-the-art educational and training facilities, intelligent, educated, determined, and ambitious people with fresh ideas and pioneering spirits will continue to shape the state's limitless future.



Courtesy of Homer Chamber of Commerce, Photo by David Haynes

A boat docked in Homer Harbor.



*A rowboat stored in Halibut Cove,
a small community near Homer.*



The Salty Dog Saloon in Homer.

Courtesy of Homer Chamber of Commerce. Photo by



THE ALASKA STATE SONG

Based on the Alaska flag, which was designed by thirteen year-old Russian-Aleut Benny Benson, the lyrics of the Alaska state song were written by Marie Drake. In the summer of 1938, Elinor Dunsebury composed the music for the poem and debuted the song in Juneau at the Barnof Hotel. The song became the official state song when the Alaska Territorial Legislature adopted it in 1955. The moving song depicts the beauty of the Last Frontier and reflects Alaskans love for their great state.

*Eight stars of gold on a field of blue,
Alaska's flag, may it mean to you
The blue of the sea, the evening sky,
The mountain lakes, and the flowers nearby;
The gold of the early sourdough's dreams,
The precious gold of the hills and streams,
The brilliant stars in the northern sky,
The "Bear," the "Dipper," and shining high,
The great North Star with its steady light,
O'er land and sea a beacon bright.
Alaska's flag to Alaskans dear,
A simple flag of the last frontier.*

"Alaska's Flag," Lyrics by Marie Drake, Music by Elinor Dunsebury

And with this beautiful song, Alaska confirms its uniqueness and splendor, ever proud of its special place in history and responsibility for the land, as it advances into the 21st century. A great state, with a great history, great people, and a very promising future.

Courtesy of Wyncham Images



*The flags of the United States and the
State of Alaska fly in the breeze.*



TRIBUTE TO SENATOR TED STEVENS –
AN ALASKAN FOR ALL SEASONS

Theodore “Ted” Stevens hailed from Indiana and was raised in California. Following his service with the Army Air Corps “Flying Tigers” in World War II, where he earned two Air Medals, and after graduating from law school, Ted Stevens came to Alaska, where he served as a U.S. Attorney in Fairbanks. He was active in the battle for Alaska statehood, and in 1964, was elected to the Alaska State House, where he served as Majority Leader. In 1968, he was appointed to the United States Senate by Governor Walter J. Hickel to fill the vacancy created by the death of Senator E.L. “Bob” Bartlett.

In the Senate, he battled to resolve the Native land claims issue, led the effort for construction of the Trans-Alaska Pipeline, worked to protect Alaska’s fishing industry, and provided infrastructure for the state’s growing communities. Ted Stevens was a pillar of leadership in national defense issues, working to strengthen our nation’s military forces and ensure they had the most modern and effective weapons, facilities, and benefits. He was often seen wearing his “Hulk” tie when addressing the United States Senate on confrontational issues, where he was passionate about advocating his position.

He helped foster the advancement of telecommunications and transportation infrastructure. A strong supporter of athletics, he wrote the Amateur Sports Act, which recognized the Olympic movement in the United States. One of his cornerstone accomplishments was co-authoring the Magnuson-Stevens Act, which led to the adoption of the 200-mile limit for fishing rights.

Ted Stevens was a true Alaskan who always placed the importance and advancement of his state, Alaska, above all else. He was loved by many Alaskans, who often referred to him simply as “Ted.” To honor his service to the Last Frontier, the Legislature in 2011 dedicated the fourth Saturday in July as “Ted Stevens Day,” marking a tribute to the Senator’s tremendous contributions to his state.

*Taken, in part, from Senator Ted Stevens biography with the Ted Stevens Foundation.

Courtesy of Alaska Aerospace Corporation



STP-S26 launch as seen from Twin Lakes.



These are Gyrfalcon nestlings. The Gyrfalcon is the largest falcon in the world. They breed in the arctic and subarctic regions of world and mostly prey on other large birds.

Courtesy of the Alaska Department of Fish and Game



Senator Ted Stevens



Courtesy of the Ted Stevens Foundation

City of Homer

Tell someone you are from Homer and there is a good chance they have heard of this eclectic town nestled in Southcentral Alaska. Well known for great natural beauty, Homer is also easy to get to, has well-developed infrastructure, and enjoys a diverse and vibrant economy rooted in the sea. People live in Homer for a quality of life that is rarely found in one location: endless opportunities for outdoor recreation, arts, culture, and a profound sense of community.

Whether arriving by air, road, or sea, the first feature visitors see is the Homer Spit. This oft-photographed narrow point of land is the official end of Alaska's Route 1, the Sterling Highway, 227 miles south of Anchorage. Though Homer is known as the "end of the road," it is by no means the middle of nowhere. Homer is a transportation hub for the region. Freight is barged to coastal Alaska, and supplies loaded at Deep Water. The Pioneer Docks support oil and gas exploration in Cook Inlet. Millions of pounds of fresh seafood are trucked from Homer every season. The airport's 6,700-foot runway accommodates jet traffic and hosts multiple commercial flights a day. A 30-minute flight or 4-hour world-class scenic drive is close enough to the "big city"—Anchorage—for most Homer residents, who appreciate that Homer has plenty of amenities while maintaining a small-town feel.

*From top to bottom:
Driving into Homer on the
Sterling Highway.
Map of Alaska, with the
location of the City of Homer
highlighted in yellow.*



*From top to bottom:
A view of Homer Spit
with the Homer Airport
in foreground.
Ravn air flight unloading
passengers at Homer Airport.*

*From left to right:
Courtesy of Homer Chamber of Commerce,
photo by Jim Lavrakas
Courtesy of Homer Chamber of Commerce,
photo by Jim Lavrakas
Map courtesy of City of Homer
Background photo by Taz Tally*





From top to bottom:
 Aerial view of the Homer Port and Harbor.
 Students at UAA's Kachemak Bay Campus of Kenai Peninsula College.



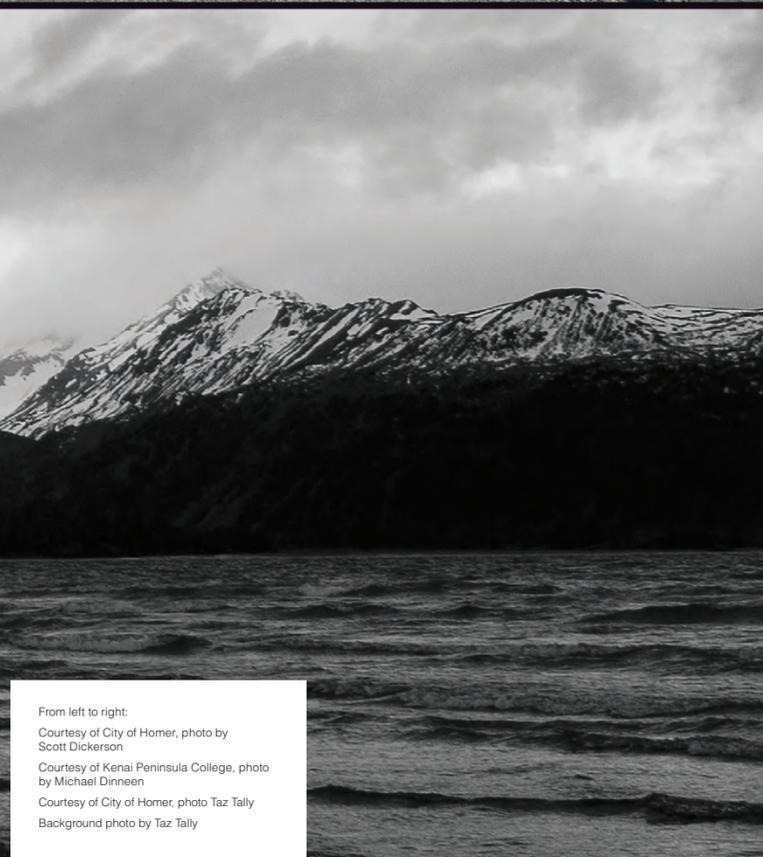
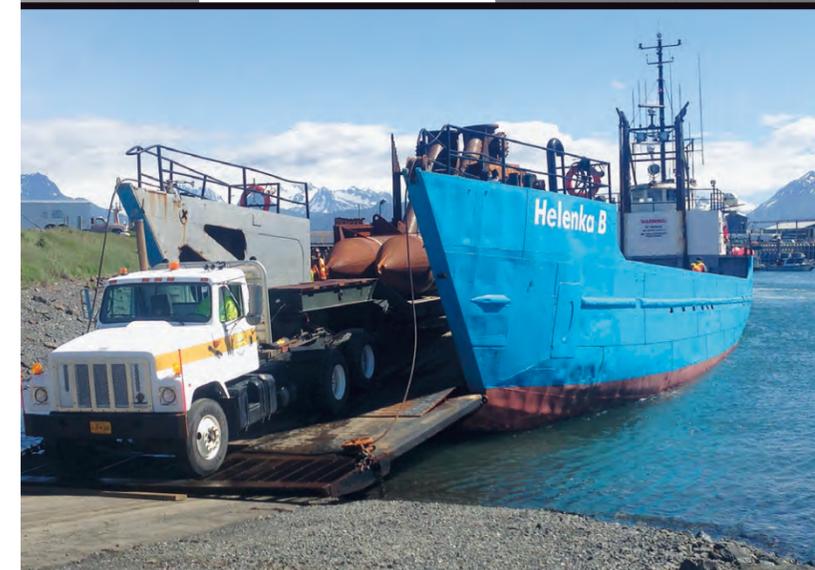
Homer residents don't have to travel far to see a doctor. South Peninsula Hospital is a premier full-service medical facility, listed as one of the Top 100 Critical Access Hospitals in the United States. Area employers benefit from access to graduates of the University of Alaska Anchorage's Kachemak Bay Campus of Kenai Peninsula College, which offers post-secondary degrees and career technical programs on campus and via distance education.

Homer stays connected to the world through six high-speed Internet providers. Day trading from a cabin at the head of a fjord in Kachemak Bay? People do it! Named an Alaskan eCity by Google, many people make their living by working online from a home office with panoramic views. Homer is a communications hub for Alaska, with three submarine fiber-cables landing on the beach below Old Town, which offer opportunity for further expansion in connectivity.

The most recent city infrastructure project provided access to natural gas to over 3,300 lots. Businesses and homeowners are seeing a 60 percent reduction in heating bills, thanks to this affordable fuel source available in and around Cook Inlet. The City of Homer provides road maintenance, police and fire protection, and water/sewer, among other essential services. The water and sewer treatment plants have twice the capacity required to meet current demand, leaving room for future growth.

The City runs the Homer Port and Harbor, located at the mouth of Cook Inlet. With over 1,000 landings a year, the Port of Homer is abuzz with commerce. Kachemak Bay is the only ice-free port in the region and the preferred port of first refuge for ships traveling to Anchorage. The Small Boat Harbor has over 900 stalls filled with fishing, recreation, tourism, freight, research, government, and oil and gas support vessels ranging from 16 to 180 feet.

Below:
 Landing Craft Helenka B loading freight at the barge ramp.



From left to right:
 Courtesy of City of Homer, photo by Scott Dickerson
 Courtesy of Kenai Peninsula College, photo by Michael Dinneen
 Courtesy of City of Homer, photo Taz Tally
 Background photo by Taz Tally

More than 100 marine-trades service providers in Homer repair, weld, supply, and support the fleet. Every year, over 30 high-quality vessels are built and equipped locally. Commercial fishing is part of the cultural fabric of this coastal community, yielding average annual sales of \$80 million in halibut, herring, shellfish, and sablefish.

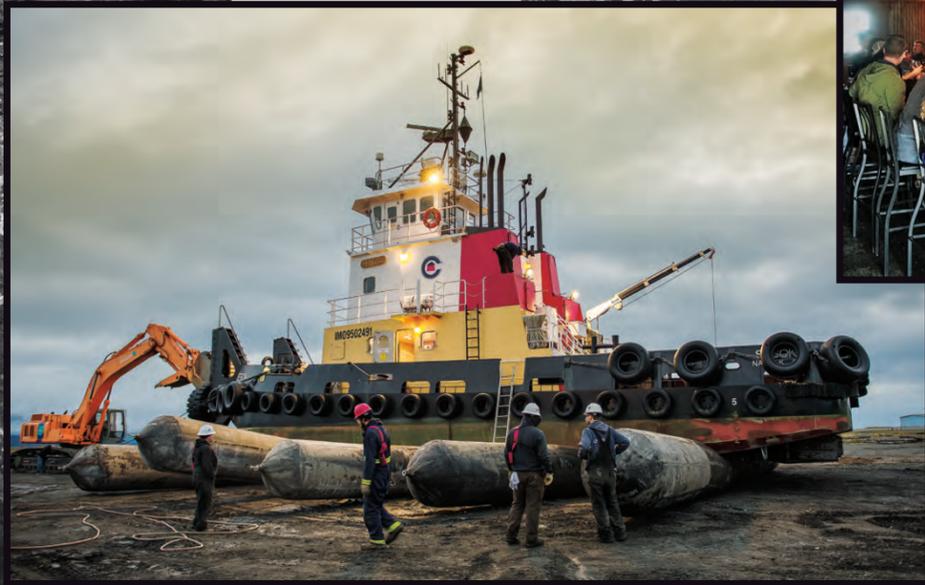
Every day, the Homer Harbor is a launching point for hundreds of adventures including: sport fishing for salmon, halibut and cod; exploring the 80 miles of hiking trails in Alaska's largest state park; or navigating the water trail around Kachemak Bay. Homer is an ecotourism hot spot, with leisure and hospitality making up the second largest industry. Visitors flood Homer in the summer for fishing, wildlife, hiking, bear viewing, shopping, art, culture, and fine dining.

Listed as one of "8 Quirky Spots Where You're Free To Be You And Me," by the *Huffington Post*, Homer has a reputation as a funky, artistic community. During the first Friday of every month six downtown art galleries host openings. Internationally renowned artists like Alvin Ailey and Ladysmith Black Mambazo have performed here. Homer's cultural and historical museum, the Pratt, has won national recognition for quality exhibits and service to the community.

From top to bottom:
Commercial fishing boat at sunset.
Young angler reeling in a halibut.



From left to right:
Tug Sesok bailed out for repairs.
Diners at Fat Olives Restaurant.



From left to right:
Courtesy of Kachemak Marine Haulout Services LLC, photo by Peter Ford
Courtesy of Fat Olives Restaurant, photo by Jeff Fraley
Courtesy of Homer Chamber of Commerce
Courtesy of Homer Chamber of Commerce, photo by Jim Lavrakas
Background photo by Taz Tally



*From left to right:
A kayaker enjoys an early morning on Kachemak Bay.
Community residents turn out to build the Karen Hornaday Park Playground.*



Homer's dedication to community service was harnessed to construct a state-of-the art playground at Karen Hornaday Park, when over 500 volunteers collaborated to complete the playground in just one week. The importance placed on the next generation is evidenced by some of the best schools in the state—nearly half of Homer's public schools have been awarded the prestigious National Blue Ribbon Award by the U.S. Department of Education.

Homer is equally committed to lifelong learning. Its beautiful Public Library hosts an annual Celebration of Lifelong Learning, as well as many other events. This modern, spacious facility was the first community building in the state to be awarded Silver LEED (Leadership in Energy and Environmental Design) status. The City of Homer is a leader in sustainability and its Climate Action Plan is held up as a model for other communities.

With towering mountains, glittering glaciers, pristine ocean waters, and abundant wildlife, it is no wonder the community values environmental stewardship. There are countless ways to enjoy the natural beauty of Homer from kayaking, surfing, hiking, paddle boarding, and biking, to long, leisurely beach walks. The beach that runs four-and-a-half miles along the Homer Spit was named one of the top 100 beaches in the U.S. by *USA Today*. Dinner and a stroll among the many shops and attractions on the Spit is a favorite pastime for locals and visitors alike. With over 50 eateries for an area-wide population of just over 12,000, Homer appreciates good food. The resource-rich waters of Kachemak Bay provide salmon, halibut, oysters, mussels, and clams for local restaurant chefs to display their culinary skills.

Alaska Natives have lived off the bounty of Kachemak Bay for thousands of years. The Bay continuously shapes this picturesque coastal community that has grown to meet the demanding infrastructure needs of modern times. The ocean provides an economic anchor and supports a thriving maritime and visitor industry. Breathtaking Pacific views draw people to Homer, but the profound sense of community and quality of life are two of the many reasons they stay to call it home.



*From top to bottom:
Homer Public Library.
Homer High School skier.
Jazzline dancers.*

Page 136 from left to right:
Courtesy of City of Homer, photo by Taz Tally
Courtesy of City of Homer, photo by Taz Tally
Page 137 from top to bottom:
Courtesy of City of Homer, photo by Chris Arend
Courtesy of Homer Tribune, photo by Sean Pearson
Courtesy of Jazzline, photo by John Gillam
Background photo by Taz Tally



SUMITOMO METAL MINING POGO LLC

The Pogo deposit was discovered during exploration of an area with minimal mining history. Gold, arsenic, bismuth, and tungsten were found in geologic samples taken from Pogo and Liese Creeks during a regional mineral potential evaluation in 1981. Claims were staked in these areas in 1991 and, by the late 1990s, drilling confirmed that the Pogo site contained major gold deposits. Soon thereafter, the extensive multi-year permitting process began, and in January of 2005, underground mine development began, resulting in the first gold pour in February of 2006. Today, the deposit has yielded more than 3 million ounces of gold.

OWNERSHIP

Pogo is owned and operated by Sumitomo Metal Mining Pogo LLC, a joint venture between Sumitomo Metal Mining Co., Ltd (SMM) and Sumitomo Corporation. SMM's corporate philosophy emphasizes the promotion of sustainable co-existence with the global environment. SMM owns 85 percent of Pogo Mine while Sumitomo Corporation owns 15 percent.



Courtesy of SMM Pogo LLC. Photo by Judy Patrick



Courtesy of SMM Pogo LLC. Photo by Judy Patrick

Top: A view of the mill and ore processing facilities at Pogo Mine.

Above: Mine supervisor Rusty Gibson updates the lineout board for his crew of underground miners.



Core samples from exploration drills are collected, examined, and logged so that geologists can model the existing deposit and identify new deposits of gold.

EMPLOYEES

Pogo has more than 300 full-time, year-round employees and roughly 150 full-time contractors. Not only do the company's employees work hard on the job, but they also work hard to be good neighbors in the local community. The nine-person management team boasts strong Alaska credentials—on average, they've spent 23 years in Alaska and 24 years in mining. Pogo employees have a well-earned reputation for being community oriented, charitable, and good citizens. The company prides itself on their positive work culture and is happy to call Pogo employees "family."

VALUES

Health & Safety: Pogo maintains the highest standards for worker safety. They recognize their employees are a valuable resource; that's why they require employees to attend regular safety education courses and to adhere to high standards. The culture of safety at Pogo ensures that each employee is conscious of his or her own personal safety as well as that of fellow employees. The result? The Pogo team has worked continuously for more than two years without any lost time due to work related incidents.

Environmental Leadership:

Although millions of ounces of gold are being mined at Pogo, no mining takes place on the surface. It is all underground. Pogo uses the lowest-impact techniques possible to keep this corner of Alaska as beautiful as they found it.

Pogo has more than 55 active government permits in place and each permit has its own set of requirements that must be met.



Courtesy of SMM Pogo LLC. Photo by Judy Patrick



Courtesy of SMM Pogo LLC. Photo by Judy Patrick

Environmental technicians sample water to ensure that permit requirements are met. Pogo has more than 55 permits from numerous state and federal agencies.



Courtesy of SMM Pogo LLC. Photo by Judy Patrick

Above: The mill facility can process up to 3,500 tons of ore each day. Four complex metallurgical processes are employed to recover the gold: gravity, flotation, leach, and carbon-in-pulp.

Right: The bar containing the 2 millionth ounce of gold produced at Pogo Mine was poured on July 31, 2012.

From daily monitoring to annual audits, each permit has different reporting and inspections that must be completed. The company employs a team of talented and dedicated environmental professionals who monitor Pogo's operation from start to finish.

Pogo is proud to have achieved ISO 14001 certification. This internationally recognized accomplishment ensures that the environmental management system is comprehensive and rigorous. The environmental commitment at Pogo requires participation from everyone, from the kitchen manager to the General Manager.

Clean water: To avoid water pollution, Pogo separates the water runoff of undeveloped areas (clean runoff) from water that

contains sediments from mining (mine contacted water). Clean runoff can be safely returned to nearby water sources, while mine-contacted water can be reused for other processes before it is treated and returned to the environment. With a team of certified water and wastewater-treatment professionals, Pogo makes potable water and operates a sewage treatment plant.

Reclamation: Pogo knows that being "a true Alaskan" means taking care of Alaska—both its land and people. They work hard to reclaim mined areas so the land is returned to useful purposes. Reclaimed mine lands are often more attractive to wild-life and human uses than before mining. Pogo's goal is to give back to the land in return for all it provides.



Courtesy of SMM Pogo LLC. Photo by Judy Patrick



COMMUNITY

Whether giving to local non-profit organizations, buying from local businesses, or investing in local education, Pogo works to make a real difference in the local economy. The company thinks it's important to give back to the communities that have provided them with so much opportunity. In addition to corporate giving, Pogo also encourages employees to volunteer with local organizations. Recent examples of employee involvement in the community include ranking as the top fundraiser for the Fairbanks Heart Walk and raising more than \$70,000 for the United Way of the Tanana Valley in Pogo's workplace giving campaign, consistently ranked as one of the top campaigns in Alaska's Interior.

Although the gold is sold and distributed all over the world, Pogo is dedicated to shopping and contracting locally whenever possible. The company relies on more than 250 Alaska businesses to provide goods and services that help keep the mine up and running. From drilling supplies to the break-room coffee, it takes a lot of supplies and support to keep Pogo operational.



Courtesy of SMM Pogo LLC. Photo by Judy Patrick

Above: The iconic image of Pogo Mine: the blue tube. The blue tube houses the 2,500-foot-long conveyor that transports the ore from the underground mine to the surface. The mill pulls the ore from the surface bin for processing. The blue tube also contains paste pipes which pump tailings mixed with cement (paste) back underground to fill areas where mining activity is complete.



Courtesy of SMM Pogo LLC. Photo by Judy Patrick

Left: A lab technician removes hot crucibles from the oven in the fire assay process. The contents of each crucible is poured into a mold to cool. The impurities, also known as slag, cool to the outside and are broken off. The remaining metals — lead, gold, and zinc — go through another heat process to refine the gold. This fire assay process measures the amount of gold in a sample.



OUR OPERATION

Pogo is located on state land in the upper Goodpastor River Valley, about 38 miles northeast of Delta Junction and 85 miles east-southeast of Fairbanks, Alaska. The mine runs year round, 24-hours per day. Because the work site is so remote, Pogo is a camp operation. When employees go to

work, they are there for multi-day shifts before they go home again. In many ways, Pogo's operations are like that of a small city. In addition to the actual gold mining and ore processing, they also provide housing, food, water treatment, emergency medical care, a full-service fire department, and more at the mine site.



A view of the Pogo access road in late fall.

Courtesy of SMM Pogo LLC. Photo by Judy Patrick



A bolter works to install wire mesh on the back, or ceiling, of the mine. The mesh secures the rock with 6 to 12 foot long bolts and holds back any loose rock to prevent large pieces from falling.

Courtesy of SMM Pogo LLC. Photo by Judy Patrick

MINING

Pogo is an underground mine with a vast network of more than 90 miles of underground roads winding to depths more than 1,000 feet below the surface. The quartz veins of the deposit yield an average of 1/2 troy ounce of gold per ton of rock, which makes Pogo a high-grade gold mine. Ore is drilled, blasted, loaded onto underground haul trucks, and delivered to an underground ore bin. From there, the ore is transported along a 2,500-foot-long conveyor belt to the surface ore bin. The mill pulls ore from the surface ore bin for processing.

Pogo's underground mining method requires mined-out areas to be backfilled with paste to help provide ground support while the adjacent ore panel is mined. Mill tailings mixed with cement (paste backfill) provide part of the necessary support.

ORE PROCESSING

The onsite mill processes up to 3,500 tons of ore daily. Gold is recovered using several unit operations. Once the ore is delivered to the mill, the grinding circuit reduces the ore to a very fine particle size (about half of the size of a grain of table salt). This is the first step in separating the gold from the rest of the rock.

GRAVITY: Approximately 1/4 of the gold is recovered using gravity methods. Imagine a really big sluice box or gold pan.

FLOTATION: The remaining gold and sulfides are concentrated through flotation. The flotation concentrate is then reground to a powder consistency to expose the finer gold particles.

LEACH CIRCUIT: The exposed gold is extracted using chemistry that makes the gold particles go into solution.

CARBON-IN-PULP: The Carbon-in-Pulp (CIP) process pulls the gold in solution out of the slurry and loads it onto small pieces of carbon.



Refinery workers pour molten gold into bars at Pogo Mine. The 3 millionth ounce of gold was poured in September 2015. Each year Pogo produces more than 300,000 ounces of gold.

The carbon is then stripped of the gold using a combination of reagents, heat and pressure. Following the CIP, the slurry is detoxified and placed underground as paste backfill to fill the void created during mining.

ELECTROWINNING: The gold in solution is electrodeposited as gold sludge by electrowinning. The gold sludge is then smelted in an onsite induction furnace at temperatures above 2,000 degrees Fahrenheit and then poured into large gold bars weighing upwards of 50 pounds.

CYANIDE DESTRUCTION: All materials that have come into contact with cyanide undergo the INCO SO2 process (a chemical process) to destroy the cyanide.

Tailings are what remain once the gold has been removed. The Pogo mill produces two types of tailings. Tailings from the flotation circuit are pressed to remove the moisture with the water recycled back into the milling process. The tailings are then trucked to the surface drystack or they are mixed with the thickened leach/CIP circuit tailings. All of the leach/CIP tailings (post cyanide destruction) are mixed with cement and used to make a paste backfill, which is returned to the underground workings.

Courtesy of SMM Pogo LLC. Photo by Judy Patrick



MINE LIFE

Pogo Mine is permitted to operate through 2019, but extensive exploration efforts are underway to identify additional ore reserves. The extent of Pogo's five known deposits is not clearly defined, creating the possibility to extend the life of the mine. The company has a robust exploration program, and the technical services team is working hard to ensure that Pogo will operate for many years into the future.



Safety isn't just for underground miners. This crew of warehouse and administrative employees are meeting in the warehouse for their weekly safety meeting.

Courtesy of SMM Pogo LLC. Photo by Judy Patrick



ALASKA INTERNATIONAL AIRPORT SYSTEM



Courtesy of Alaska International Airport System

The Alaska International Airport System—comprised of Ted Stevens Anchorage and Fairbanks International Airports—is home to over 30 international and domestic airlines providing passenger and cargo service throughout Alaska, the United States, Europe, and Asia. It's also an extraordinary economic engine; serving nearly 6 million passengers per year and accounting for 1-in-10 and 1-in-20 jobs in Anchorage and Fairbanks, respectively.

TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT Alaska was still just a territory in 1948, when the 80th Congress appropriated \$13 million to fund the development of two Alaskan international airports in Anchorage and Fairbanks. Clearing of the Anchorage site began immediately and construction was soon underway on the two runways. In October of 1953,

Anchorage International Airport was dedicated with an 8,400-foot east-west runway, a north-south runway of 5,000 feet, and a modest terminal and tower. In 1961, the Alaska State Legislature created the Alaska International Airport System (AIAS) and it has operated as a state-owned enterprise fund under the Alaska Department of Transportation and Public Facilities (DOT&PF) ever since.

For more than 50 years, Ted Stevens Anchorage International Airport has played an integral role in the growth of Anchorage and the State of Alaska. Today, the airport has an exciting and dynamic future, with its geographic location providing unlimited potential for moving goods as well as services and infrastructure to be used in the global marketplace.



Courtesy of Alaska International Airport System

With the dawning of the jet age, Anchorage became the "Air Crossroads of the World." By 1960, seven international air carriers were using the Airport as a regular stopover on routes between Europe and Japan and between the "lower 48" and Japan. At the same time, Anchorage was emerging as the focal point for business and economic activity, including interest in Alaska's oil and gas potential, the airport continued its historic intrastate role of serving diversified transportation requirements of Alaska's for mail, milk, and mineral resources.

Top: Sunset over Ted Stevens Anchorage International Airport.

Above: Korean Air Cargo freighters on the tarmac at Ted Stevens Anchorage International Airport.



Loading cargo at Ted Stevens Anchorage International Airport.



Courtesy of Alaska International Airport System

In response to the international passenger traffic in the 1960s the airport constructed an international "hex" terminal at the end of what is now the B concourse, complete with a busy duty free concession. By 1972, the hex was connected to the main terminal and new ticket lobby and baggage claim areas were added. This facility now serves as the domestic South Terminal. The following year, a new parallel 10,496-foot east-west runway was completed. A decade later, a 10,496 foot north-south runway was added to the airfield complex and work began on an international facility, now known as the North Terminal, which was completed in time to handle the explosion of international passengers in the 1980s.

The 1980s ended with the construction of a 1,200-space parking garage, providing more short-term parking space to domestic passengers using the south terminal. Meanwhile, globalization of trade provided stimulus for Pacific Rim time-sensitive as well as general air-cargo shipments. As international businesses adjusted their business models to accommodate new market opportunities, the airport was a major focus of investments by Fed-Ex and the United Parcel Service in the express package revolution. The leading express carriers gave international connectivity a jumpstart by establishing major trans-Pacific sorting and customs clearance facilities at the airport. Today, over 1,500 employees are engaged in these value-added services here.

On July 8, 2001, the airport was renamed in honor of Alaska's senior United States Senator, Ted Stevens, himself a veteran pilot from the China-Burma-India Theater in World War II. It is now the Ted Stevens Anchorage International Airport commonly referred to as ANC.

Alaska's proximity to Europe, Asia, and the Americas continues to make the airport an efficient stopover for heavy cargo international air routes. Cargo aircraft actually increase payload by making refueling stops at ANC on long flights between Asia, North America, and Europe.

Over 65 percent of ANC's cargo carriers now enhance operational efficiencies through tail-to-tail transfers, freight break-down/build-up, to full cargo sorting. For years, ANC has been the second highest Airport in North America for all cargo aircraft landed weight.

With three full-length, instrumented runways, two passenger terminals, four air-parks, 45 wide-body cargo handling and refueling ramps, and the world's largest floatplane base at Lake Hood, Ted Stevens Anchorage International Airport is truly a world-class air transportation center. All sectors of the air cargo industry, domestic and international, have seen growth. Today the state's population living outside Anchorage continues to depend on air-cargo service not only for exporting

seafood and other resources to market, but also for their perishables, consumer goods, mail, emergency supplies, and even fuel for electric power generation.

It is, however, the over 20 international wide-body cargo carriers that fuel the largest gains in air activity: ANC currently ranks 6th in the world for landed cargo weight. The airport works to remain attractive to the aviation industry. ANC holds a unique position among international air gateways. In the 1990s, the US Department of Transportation began to permit air carriers from some countries to conduct expanded cargo activities at ANC. These activities include: cargo transfer from a foreign carrier's aircraft to any of its other aircraft, transfer from a foreign carrier to any US air carrier, transfer from one foreign carrier to any other foreign carrier.



Courtesy of Alaska International Airport System

A cargo transfer at Ted Stevens Anchorage International Airport.



These one-of-a-kind liberal air cargo regulations mean that air carriers get an unbeatable combination of less risk with higher payoffs.

Besides its unparalleled location between three continents, ANC offers all-weather airfield facilities at a significantly lower cost compared to other major world airports. The airport has not been closed due to snow for well over 30 years. With its supply of ready-to-develop land, aviation companies can lease enough property not just for today's requirements, but also for potential expansion to keep up with the marketplace. As a result, private investments in hangars, sorting facilities, and other support facilities in the past several years total more than \$150 million. Further, ANC pumps more jet fuel into cargo aircraft than any other US Airport.

ANC is a constant partner with the air industry and its customers who rely on safe, efficient air transportation. The airport is responsible for one of every ten jobs in Anchorage. With such a huge commercial influence, the community and State will look to the Ted Stevens Anchorage International Airport to continue to be an economic engine, driving forward economic opportunity.

FAIRBANKS INTERNATIONAL AIRPORT

Early aviators in the Alaskan Territory frequently made do without prepared landing strips, putting their airplane down wherever air transportation was required. In 1923, aviation service in the Fairbanks area was initiated at an airfield known as Weeks Field, or Weeks Ball Park. This multi-use facility gained

importance in the community and throughout the Alaska aviation system from the time that Carl Ben Eielson first flew into Fairbanks in 1923 to start Alaskan Airways. A majority of the area's general aviation and commercial air traffic was accommodated here through mid-century with air-carrier aircraft used Ladd Air Force Base, today referred to as Fort Wainwright. Plans coalesced in 1948 for development of a new

Below: A double rainbow shines over a specially painted Alaska Airlines plane at Fairbanks International Airport.

Bottom: An Asiana cargo plane takes off from Ted Stevens Anchorage International Airport.



Courtesy of Alaska International Airport System



Courtesy of Alaska International Airport System

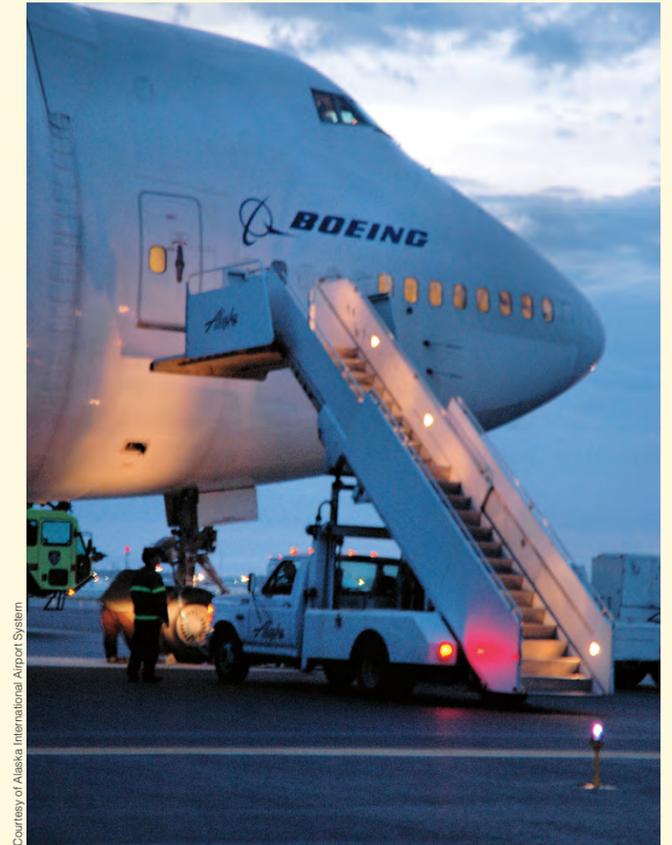


A blazing sun sets over Fairbanks International Airport.



Courtesy of Alaska International Airport System

An Alaska Airlines flight gets ready to load passengers at Fairbanks International Airport.



Courtesy of Alaska International Airport System

facility—Fairbanks International Airport. Congress authorized construction that year. Operations were shifted to the new airport in 1951, though only minimal facilities and no terminal building were then available. Air carriers used temporary structures until completion of the passenger terminal building in 1954. This site, still held today, is located approximately four miles west from the urban center of Fairbanks, just north of the confluence of the Chena and Tanana Rivers. Weeks Field is now a residential area. Notable facility developments have occurred on both the airside and landside over the last two decades. The greatest capacity improvements have come with the construction in 1971 of a general aviation runway, 1R-19L, parallel to the primary runway, and a major passenger terminal expansion in 1984.

To this day, Fairbanks International Airport remains a vital lifeline to people in rural Alaskan communities, as well as a gateway to Alaska's many tourists. Fairbanks International boasts direct international passenger- and cargo-traffic, as well as a robust domestic market. Its 11,800-foot runway, international and domestic processing facilities and staff, and plenty of parking for all sizes of aircraft enable it to remain an important hub for business in the interior of Alaska.

In 2012, the Alaska International Airport System (AIAS) coined the term "AeroNexus" to define its unique position in the world of business. The concept is that as the airport system grows it will continue to

be a geographic center and connection point for the global-cargo and freight-forwarding industry. AIAS is constantly researching ways to leverage the inherent advantages of being in Alaska to drive economic growth. And since Anchorage and Fairbanks are separated by Mt. McKinley, known locally as "Denali," each airport experiences a distinct weather pattern, the result being that there is never a simultaneous closure. In 2012, ANC acquired Kulis Air Force Base, a former Air National Guard base that was attached to the airport.

The expanded flight-line facilities, buildings, and property give the airport more space to lease, in addition to the abundance the airport already has. AIAS continues to remain highly competitive throughout the world, and looks to maintain its advantage while responsibly serving the people of the State of Alaska.



PORT OF ANCHORAGE

The Port of Anchorage (POA) is a deep-water port located in Anchorage, Alaska with three bulk-carrier berths and two petroleum berths. The POA is an enterprise department of the Municipality of Anchorage. As an enterprise, the Port is distinguished from general government departments largely because it creates enough revenue to support its operations along with paying an annual fee-in-lieu-of-taxes to the municipality.

The Port of Anchorage is important to communities beyond the Anchorage Bowl. The Port serves over 85 percent of Alaska's population with just about everything people eat, wear, or drive. Around 74 percent of all waterborne freight and 95 percent of all refined petroleum products entering Southcentral Alaska come through this Port. Product lines include: merchandise goods; consumer goods; and essential fuel supplies like gasoline, diesel, heating oil, aviation gasoline, and jet fuel for Joint Base Elmendorf-Richardson and Ted Stevens Anchorage International Airport. Through a concept known as "bypass mail," over 140 Alaskan villages receive fuel and cargo that originate from deliveries into the Port of Anchorage—extending the customer base served by the Port well into Interior Alaska.



Courtesy of Port of Anchorage

Cement is quite literally the building block for construction projects across the state. However, it is not manufactured in Alaska, but shipped from overseas sources. To ensure competitive pricing and economic growth, the construction industry must have affordable access to bulk cement. Around 80 percent of all the cement product used throughout the state first crosses the docks at the Port of Anchorage.

A recent addition to the Port's résumé is the support of cruise ship operations. Working closely with Holland America-Princess, the Port annually hosts between five and nine port calls in



Courtesy of Port of Anchorage

Anchorage. Passengers have the advantage of an 18-hour port call to extend their excursions beyond the local area, if they desire, and the ship's crewmembers have an opportunity to shop in a sales-tax-free city.

Top: The Port of Anchorage shown in the foreground, with its military neighbor Joint Base Elmendorf-Richardson just behind.

Above: The Port of Anchorage terminal in 1964. The port opened for business in 1961.



Tanker offload operations in winter at the Port of Anchorage.

IMPORTANT TO MILITARY OPERATIONS

As one of 23 national strategic seaports, the Port of Anchorage is also essential to Alaska's Armed Forces—providing deployment and staging areas, essential fuel supplies, and consumer and business goods to Alaska's military installations. The Port has a long and successful history of supporting military deployments from its docks. A new four-plus-mile haul road, which leads directly into the Port from Joint Base Elmendorf-Richardson, means there will be no military movements on city or state roads. Rail connections directly into the Port mean military movements from Fairbanks also stay off the road system. Local military commanders like to boast that they have a Port right in their back yard.

MOVING TO MODERNIZE

The Port's existing marine terminals have reached the end of their life span and suffer from severe corrosion on the wharf piling.

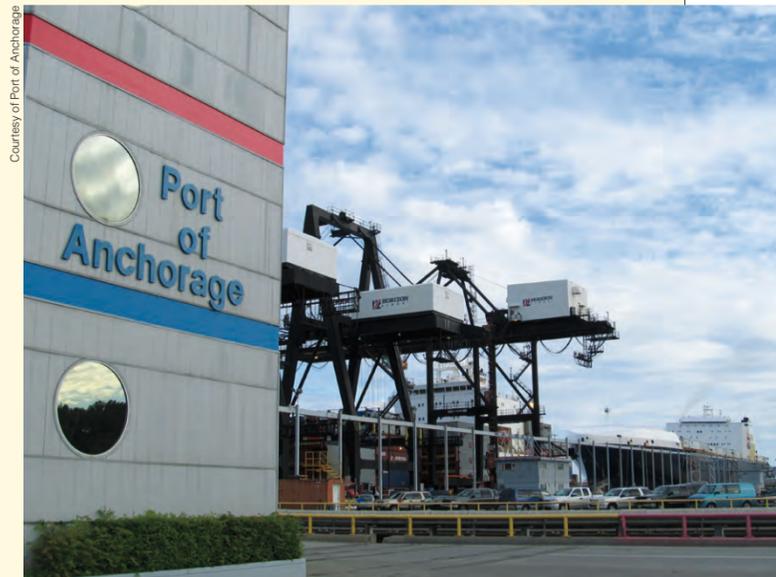
The proposed Anchorage Port Modernization Project will replace two general cargo terminals and two petroleum terminals to ensure infrastructure resilience over a 75-year life cycle. To maintain Port operations during construction, the project will be completed in four primary steps. Step one provides new buildings for Port administration and maintenance operations that must be relocated to allow demolition and reconstruction of the marine terminals. Step two will cutback and stabilize the north extension area to preserve usable land while improving hydraulics for reduced maintenance dredging and safer navigation. Steps three and four complete the new marine terminal construction.

The project will enable the Port to accommodate deeper draft vessels by allowing for a harbor depth increase from 35 feet to 45 feet. New ship-to-shore container cranes will increase reach for wider vessels. Completion of this project is critically important for the Port to continue to serve more than 85 percent of Alaska's population and to maintain its role as one of only 23 designated Department of Defense National Strategic Seaports.

Courtesy of Port of Anchorage



Courtesy of Port of Anchorage



Port of Anchorage administration building.



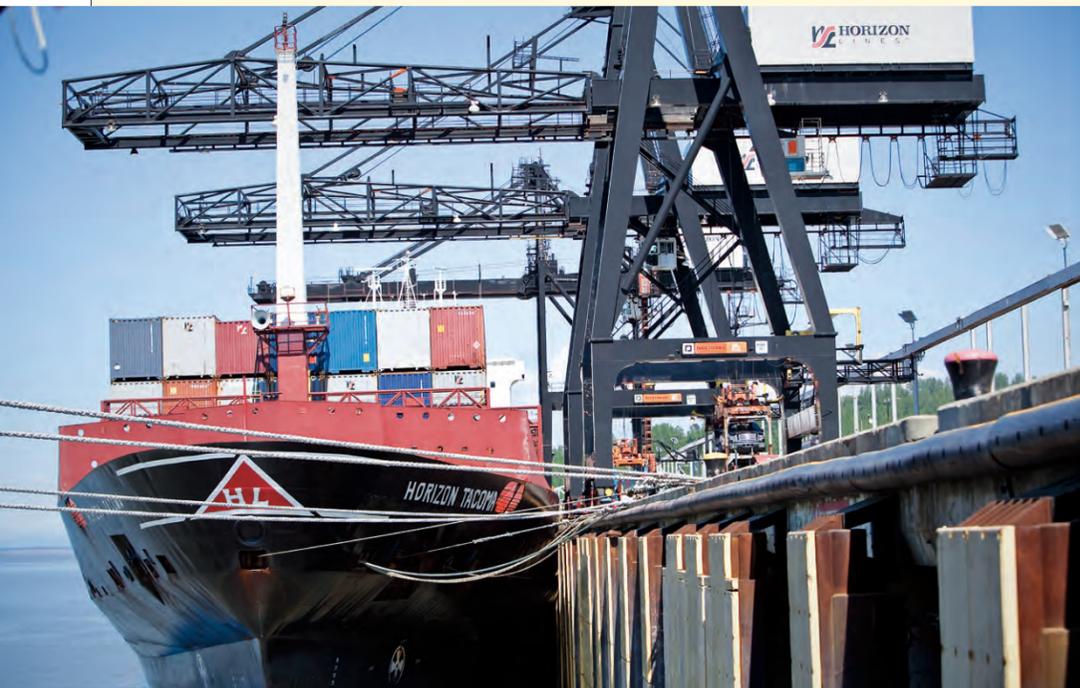
The commissioning of the USS Anchorage at the Port of Anchorage was the first and only US Navy commissioning in Alaska's history.



Courtesy of Port of Anchorage

PRIVATE SECTOR INVESTMENT
Anchorage's modernization plans for the Port notwithstanding, significant private sector investment in new facilities is also now under way. Refined petroleum provider Delta Western, whose Alaska customer base reaches most of Western Alaska's port cities, has broken ground on what will eventually be a 360,000-barrel storage terminal. Delta Western is the Port of Anchorage's fifth petroleum terminal operator. When Delta Western's construction is completed, total refined petroleum storage capacity at the Port will top three million barrels, and a new product will be added—methanol. This will result in increased revenue for the Port, as methanol is a commodity heretofore not managed.

Also under construction is a new \$14 million domed cement storage facility being built for Alaska Basic Industries (ABI)—supplier of approximately 80 percent of the cement product for all state mining and construction operations. When completed, this new facility will be capable of holding up to 40,000 tons of cement product, which triples ABI's storage capacity at the Port.



Courtesy of Port of Anchorage

Unloading a Horizon ocean carrier at the Port of Anchorage.

ALASKA AEROSPACE CORPORATION



Courtesy of Alaska Aerospace Corporation

BACKGROUND AND HISTORY
The Alaska State Legislature created Alaska Aerospace Corporation (AAC) in 1991 to develop an aerospace industry in the state. AAC is owned by the state and functions as an independent corporation. AAC owns and operates the Kodiak Launch Complex, located on 3,700 acres of state land at Narrow Cape on Kodiak Island. This site was selected due to the wide launch azimuth and unobstructed downrange flight path over the North Pacific Ocean. The first launch from Kodiak occurred in 1988 and to date there have been 17 orbital and sub-orbital launches from the complex.

THE FUTURE
As the global rocket launch and satellite market changes, AAC is well positioned to capitalize on the emerging market by having modern facilities and a unique geographical location to capture a significant portion of the communications, navigation, and imaging business. AAC is diversifying into a corporation which is no longer wholly dependent on government launches, to a multi-service commercial aerospace company providing launch services, tracking and telemetry services, data downlink services, satellite imaging distribution, and investment in the commercial aerospace industry.

AREAS OF DEVELOPMENT
AAC built and operates a modern launch facility designed to launch payloads up to 4,000 pounds into Polar, Sun-Synchronous, and Highly Elliptical Orbits. The unique aspects of the Kodiak Launch Complex have resulted in AAC playing a key role in development of the nation's missile defense systems, as well as providing Alaskan engineers the potential for employment as professional aerospace engineers within the state. AAC's 17 launches have brought in over \$300 million in new funds to the state.

COMMUNITY OUTREACH
Investment in the community is an important aspect of the charter for AAC. AAC is a key sponsor of the University of Alaska—Fairbanks Space Grant Program and offers scholarships and internships to college-level students pursuing an engineering program. AAC also sponsors teaching and orientation programs to elementary and secondary students involved in the STEM (Science, Technology, Engineering, and Mathematics) curriculum in an effort to excite interest in students to pursue a STEM career and increase Alaska's competitiveness in the global aerospace industry.



Courtesy of Alaska Aerospace Corporation

Top: TP-S26 launch as seen from the visitor viewing area.

Above: Engineers install the 3rd stage motor prior to stacking a rocket for launch.



THE INTER-ISLAND FERRY AUTHORITY



Courtesy of Alaska Inter-Island Ferry Authority. Photo by Carolyn Chapman



Courtesy of Alaska Inter-Island Ferry Authority. Photo by Carolyn Chapman

Top: MV Stikine departing Ketchikan for Hollis in the Tongass Narrows with one of the many cruise ships that visit, in the background.

Above: Craig Wrestling team returning home from a tournament in Juneau.

IN THE BEGINNING
The Inter-Island Ferry Authority (IFA) is a publicly owned passenger/vehicle ferry service that began operations in 2002. IFA offers daily round-trip sailings between Prince of Wales Island (POW) and Ketchikan in Southeast Alaska. The voyage is 36 miles, takes three hours to complete, and offers full galley services and a spectacular view of the southern inside passage. The IFA was developed to address the need for affordable, frequent ferry service between POW and Ketchikan. In response to this need, Ketchikan economist Kent Miller developed a proposal that would create an independently operated ferry authority to provide this service. Due primarily to the efforts led by Craig City Administrator

Tom Briggs in 1997, Mr. Miller's proposal became a reality, and the IFA was formed. The Ferry Authority was funded by a combination of federal and state appropriations matched by foundation and private financing. IFA is currently operated by the POW member communities of Hydaburg, Craig, Klawock, Thorne Bay and Coffman Cove and the Wrangell Borough. The IFA is an Alaska Municipal Port Authority governed by a board of directors selected from its' member communities.

GOVERNMENT SUPPORT
Alaska's Federal Delegation was instrumental in IFA's development and continues to provide solid support. The Office of the Governor and state legislature have also played a valuable role in IFA's development by covering funding match requirements and supplemental funding as needed.



EMPLOYEES

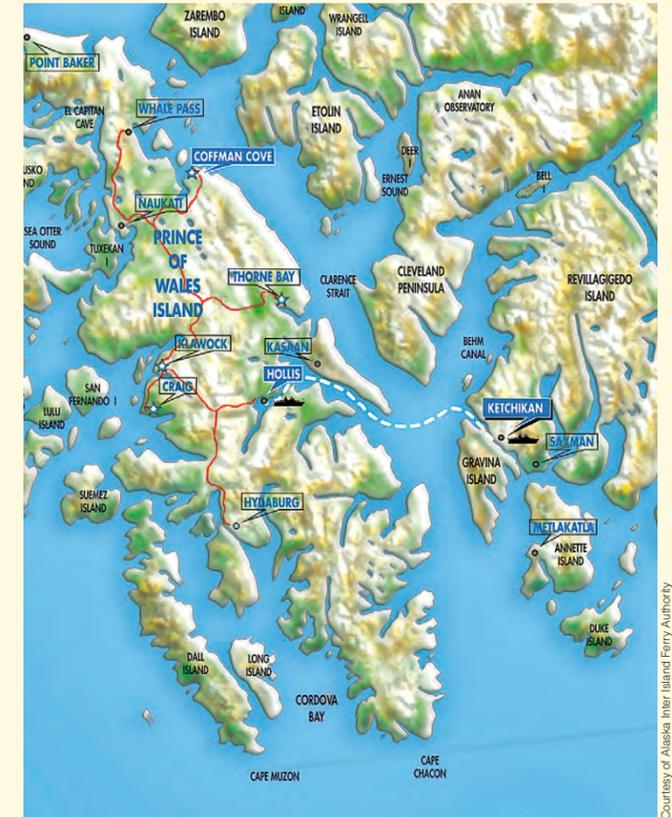
The friendly, well trained, shore-side and vessel employees provide IFA travelers a safe, reliable, and comfortable marine transportation experience.

AFFORDABLE ACCESS TO GOODS AND SERVICES

IFA provides an essential transportation link between the rural communities on POW and Ketchikan. Ketchikan is a transportation hub for the region offering jet service and access to the Alaska Marine Highway System as well as two major barge lines. Because Ketchikan is a larger community with advanced healthcare facilities and many retail opportunities not available on POW, it also serves as a center for these goods and services. A good example of IFA's cost savings to the traveling public is illustrated in the IFA by the Numbers economic report produced by Meilani Schijvens in 2014. The study concludes that IFA saves its ridership \$4.6 million annually over the cost of flying between POW and Ketchikan, or \$55.2 million over IFA's 12-year life.

JOBS AND THE ECONOMY

Since 1998, POW has lost 22 percent of its population due in a large part to the loss of forest industry jobs and impacts from the 2007 global economic crisis. These combined calamities left the island with a longstanding 14 percent unemployment rate. IFA has helped to offset this economic dilemma by providing 37 direct jobs that generate an annual payroll of \$1.3 million. The IFA by the Numbers report also points out that IFA and its users annually generate \$23 million of economic activity on POW and \$11 million in Ketchikan. These statistics show that IFA's affordable and reliable daily round-trip service has increased the number of businesses that have come to depend on IFA's service to work in the region.



Courtesy of Alaska Inter-Island Ferry Authority



MV Stikine departing Hollis during one of the many beautiful sunrises.



Sight seeing along the voyage from Ketchikan to Hollis.



Courtesy of Alaska Inter Island Ferry Authority. Photo by Carolyn Chapman



Courtesy of Alaska Inter Island Ferry Authority. Photo by Carolyn Chapman

The Captain and First Mate preparing for departure on a beautiful Alaska day.

SEAFOOD
 POW has a seafood-fueled economy with 18 percent of the island's workforce earnings coming from resident commercial fishermen and harvest divers. IFA's regular service and connectivity to the mainland highway system is providing seafood processors the means to transport large quantities of fresh or live seafood to the market place on a daily basis. These products include fresh salmon and halibut, and live geoduck clams and sea cucumbers. Information provided by POW and Ketchikan fish processors shows that IFA ships 3 million pounds of fresh or live seafood products annually with a harvest value of \$15 million. IFA also provides the POW seafood processing industry's 250 employees, primarily seasonal non-residents, with dependable economic transportation to and from their employment.

VISITORS
 Surrounded by the Pacific Ocean with a diverse topography and hundreds of freshwater streams and rivers, POW is blessed with world-class sport fishing, hunting, and hiking opportunities. POW also offers attractions such as the El Captain Cave and the Honker Divide Canoe Route,

as well as an extensive island-wide road system to access these and the many other attractions available on the island. The IFA also provides an economical means for people to travel to POW for one of the island's many cultural and community events such as totem pole raisings and the POW International Marathon.

FUTURE
 Prince of Wales Island's overall economy is slowly coming back to life after the recession years: steps are being taken to stabilize the region's forest industry, the number of visitors traveling to POW is steadily increasing, the island's seafood industry is recovering at a much quicker pace and has experienced significant growth since 2010, and two major mineral deposits on POW will create hundreds of good paying jobs and will soon make mining an economic force in the region. Each of these encouraging facts point to a bright economic future for Prince of Wales Island area, and the Inter-Island Ferry Authority will be there to do its part.



MUNICIPAL LIGHT & POWER

Courtesy of Municipal Light & Power



Courtesy of Municipal Light & Power



Top: ML&P provides safe, reliable, and affordable electric service to more than 30,000 customers in Anchorage. The utility, purchased by the city in 1932, has achieved decades of impressive reliability statistics—providing continuous customer service 99.99 percent of the time. ML&P's reliability is critical, considering it serves the military and the city's core business, government, university-medical and port/industrial districts in addition to some of its oldest residential neighborhoods.

Above: Part of ML&P's impressive reliability record is because of its impressive operations and maintenance program. The utility has spent millions annually on planned maintenance, with crews maintaining and installing all instrumentation, including control and protective systems, general plant electrical systems, and other related plant and construction work. Here, ML&P generation technicians install the third-stage ring segments in Unit 5.

Municipal Light & Power provides safe, reliable and affordable service to Anchorage. The utility has been providing "positive energy" for more than 80 years—ever since the city bought its distribution system in 1932. Anchorage was just a small tent outpost in 1916, when the Alaska Engineering Commission introduced service to the community. Electricity allowed the city to flourish.

At times, extraordinary efforts were taken to meet the demand for electricity. From 1947 to 1955, a diesel steam plant that was located on the battered stern-half of a World War II Liberty Ship called *Sacketts Harbor* provided more than half the city's power. The *Sacketts Harbor* was no longer needed once a new, and larger facility, Eklutna Hydroelectric Project, began operating in 1955.

Over the next 50 years, Alaska became a state, and North America's largest oil field was discovered on the North Slope. ML&P modernized to keep pace with the ever-growing demand.

ML&P continues to operate seven natural-gas-fired turbines and one heat-recovery steam turbine at the Hank Nikkels and George M. Sullivan generation plants. The utility operates the Eklutna Hydroelectric Project, with additional rights to hydropower at Bradley Lake.

ML&P purchased a one-third working interest in the Beluga River Unit gas field in the mid 1990s, giving it a stable and long-term supply of fuel. ML&P also owns 30 percent of the Southcentral Power Project commissioned in 2013.

Today, ML&P has a combined total generation capacity of about 380 megawatts. Efforts are underway to build one of the world's most energy-efficient, thermal-generation plants.

This highly efficient, 120-megawatt plant will be a world leader in thermal generation, significantly reducing emissions and natural gas use. In addition to its own water, gas, generation, transmission and distribution, ML&P is the south-end controller of the Anchorage-Fairbanks Intertie transmission line.

By 2017, ML&P will have invested about \$459 million to continue its empowerment of a new generation of Alaskans. ML&P's 99.99 percent reliability is critical to its more than 30,000 customers who include the military along with the city's core businesses, government facilities, university-medical and port/ industrial districts, as well as the residents in some of Anchorage's oldest neighborhoods.



SOUTHEAST ALASKA POWER AGENCY (SEAPA)

Mission Statement: SEAPA's mission is to provide the lowest wholesale power rate consistent with sound utility planning and business practices. We exist for the long-term benefit of our member utilities and the ratepayers, providing unified regional leadership for project development and prudent management of our interconnected power system.

THE SOUTHEAST ALASKA POWER AGENCY TODAY

SEAPA is made up of the local member utilities serving the City of Ketchikan, the Petersburg Borough, and the City and Borough of Wrangell. Our facilities include two hydroelectric projects—Swan Lake and Tyee Lake, the Swan-Tyee transmission line, and all associated facilities. SEAPA has provided renewable, carbon-free energy to its three member communities for over two decades, and is leading the region's effort to advance new power-generation opportunities to serve anticipated load growth. SEAPA has been intimately involved in long-term energy resource planning for Southeast Alaska. In partnership with communities throughout Southeast Alaska, we worked with the Alaska Energy Authority to prepare the Southeast Alaska Integrated Resource Plan (SEIRP) in 2012.

These planning efforts have helped SEAPA and its member communities identify energy needs for the region, and our integrated planning process supports responsible development that will provide the maximum long-term benefit for our ratepayers. SEAPA currently has multiple initiatives following parallel paths to address near, mid, and long-term power and energy needs for the region.

SEAPA provides dependable power for today and is taking the initiative to develop new power sources for tomorrow. The wholesale power rate of 6.8¢/kilowatt-hour paid by SEAPA's member utilities has not changed for more than 16 years. The services bundled into the wholesale power rate include:

- Debt service
- Intertie operation and maintenance
- Risk management
- Insurance premiums and self-insured reserves
- Voltage stability
- Power scheduling
- Facility operations and maintenance
- Renewal and replacement of projects to keep the system up-to-date
- Regional planning and feasibility studies
- Load growth analysis and forecasting
- Hydroengineering expertise
- Water management
- Weather and water monitoring to maximize resource value
- Compliance with federal requirements—all essential functions to help assure stable, low power rates

Courtesy of SEAPA



Courtesy of SEAPA



Top: A misty day at Swan Lake Dam.

Above: SEAPA employees go on a site reconnaissance for a potential project.



Three SEAPA employees work at pole tops with wheels.

Courtesy of SEAPA



Courtesy of SEAPA



A helicopter brings men to the top of a pole.

SEAPA is working on engineering and funding to raise the Swan Lake Dam. The Swan Lake Reservoir Expansion Project will reflect maximum utilization of existing infrastructure to address near-term energy needs as it is estimated to provide an additional 12,000 megawatt hours. More water behind the dam means less need for supplemental diesel generation.

SEAPA is pursuing an intertie to connect its system to Kake. Kake is currently burdened with 100 percent diesel generation and an interconnection to SEAPA's system will provide access to significantly lower cost hydropower.

SEAPA in coordination with the State of Alaska is vetting potential new power sources in our region. SEAPA is tasked by the state to conduct hydrosite analysis, and planning and preconstruction activities for the next generation of hydroelectric projects in Southeast Alaska. Our regional hydrosite analysis effort will support fact-based decision-making and establish credible and actionable recommendations to steer future project development in our region.

SEAPA is governed by a board of five voting directors and five alternates, which are appointed annually by its member communities of Ketchikan, Wrangell, and Petersburg. The board directs the Agency's CEO, who is

assisted by an experienced and qualified managerial staff responsible for the day-to-day operations of the organization.

HOW DID WE GET TO WHERE WE ARE TODAY?

BACKGROUND AND HISTORY
Following the dramatic increase in oil prices in 1979-1980, the State of Alaska was in a financial position to make significant investments in the development of energy projects. During the early 1980s, the Alaska Power Authority (now the Alaska Energy Authority—AEA) constructed or acquired four projects as part of the State's investment: Lake Tyee, Terror Lake, Swan Lake, and Solomon Gulch. These four projects were financed by a combination of state grants and money lent to the AEA by the Department of Commerce and Economic Development. These four projects owned by the AEA were collectively known as the Initial Project of the "Four Dam Pool" and were designated as a "pool" because debt service, operations, and maintenance costs were "pooled" together. In 1985, power sold from the four projects to five municipal and cooperative utilities charged each purchasing utility the same wholesale power rate under a Power Sales Agreement.



Below: A helicopter sets a pole for the Swan-Tyee Intertie.

Bottom: Five workers set wire on a pole.



Courtesy of SEAPA



Courtesy of SEAPA

On January 31, 2002, The Four Dam Pool Power Agency (FDPPA), a joint action agency formed by the member utilities of each of the projects, purchased the Initial Projects from the AEA and divested the Projects from the State of Alaska. On December 21, 2007, the Board of Directors of the FDPPA and each member utility approved a non-binding Term Sheet outlining a restructuring of the Agency. The cooperative Member Utilities—Kodiak Electric Association and Copper Valley Electric Association—proposed

that the entity restructure so that each would take over their respective hydroelectric facility from the FDPPA. The restructuring was complete on February 24, 2009. As a result, the surviving Agency, made up of the remaining municipal members—Ketchikan, Wrangell, and Petersburg—was renamed SEAPA, which now owns the Swan Lake and Tyee Lake Hydroelectric facilities in Southeast Alaska.

SEAPA is an Alaska public corporation and an instrumentality of its Member Utilities, having a legal existence independent of and separate from its Member Utilities. The statutes used to form SEAPA have allowed it to operate the Swan and Tyee projects in the best interests of the communities it serves, while at the same time allowing it the ability to finance the projects. During restructuring, SEAPA was able to sell its own bonds secured by the Power Sales Agreement between SEAPA and its member communities of Ketchikan, Wrangell, and Petersburg. This adds to the flexibility of the Agency, which will enhance its ability to add additional hydroelectric and transmission assets in the future.

SWAN-TYEE INTERTIE (STI)
The City of Ketchikan initially pursued construction of a 57-mile, 138-kilovolt transmission line to connect the Swan

Lake hydro facility to the Tyee facility. After divestiture in 2002, the Swan-Tyee Intertie Project transferred from Ketchikan to the FDPPA, and after restructuring in 2009, SEAPA secured final project funding for completion of the STI.

Both Swan Lake and Tyee Lake are approximately 25 megawatt projects with Swan Lake serving Ketchikan via a 30-mile transmission 115-kilovolt transmission line and Tyee providing power to Wrangell and Petersburg through a 73-mile transmission line, including four separate submarine cable crossings.

Swan Lake has less capacity and storage than Tyee; it is almost fully utilized to meet Ketchikan's power requirements. Tyee Lake, on the other hand, is larger and has more energy capacity than Swan Lake while serving smaller communities thus a surplus of power exists at Tyee Lake. The Swan-Tyee Intertie interconnects these two hydro projects to transmit the Tyee surplus to Ketchikan. In mid-August 2009, more than 14 years after engineering began, the Swan-Tyee Intertie was completed and energized. With the STI complete, an interconnected system in southern Southeast Alaska existed for the first time.

ALASKA POWER ASSOCIATION



Courtesy of Kotzebue Electric Association. Photo by Brad Perre 2012

Hurry guys—it's heavy! Workers begin construction of a wind turbine.

Alaska Power Association is the statewide trade association that represents the electric utilities that supply power to more than a half-million Alaskans in communities from Barrow to Unalaska, through the Interior and Southcentral, and down the Inside Passage.

Electric cooperatives in Alaska joined to form the Alaska Rural Electric Cooperative Association (ARECA) in 1952. Through the association's advocacy and by sharing their resources, cooperatives pioneered electricity service to many Alaska cities, towns, and villages throughout the expansive state.

In 1979, ARECA hired its first staff member, an Executive Director, and began providing services to assist utility members. The trade association's advocacy helped strengthen Alaska's energy systems and supported electric utilities' goals of providing safe, reliable, and affordable electric power to their customers.

In 2003, the organization changed its name to Alaska Power Association to reflect its diverse membership of electric cooperatives, municipal utilities, joint action agencies, investor-owned utilities, telephone cooperatives, and businesses that provide products and services for the electric industry.

Today, Alaska Power Association has 12 staff members who provide government representation, industry

information, insurance, safety training, education, and many other services to member utilities throughout the state.

As Alaska faces many energy-related challenges and opportunities, the electric utility trade association is focusing its efforts on several programs including: State of Alaska support for the Renewable Energy Fund and Emerging Energy Technology Fund; legislative support for continuing the self-directed efforts by Railbelt electric utilities to unify the regional transmission system; full funding of the Power Cost Equalization program from its endowment; and support for the construction of an Alaska natural gas pipeline.

Facts about electric energy in Alaska:

The State of Alaska's energy policy has two main goals—produce 50 percent of the state's

electricity from renewable resources by 2025 and reduce energy use 15 percent per capita by 2020.

Unlike most electricity infrastructure in the Lower 48 states, Alaska consumers are not linked to large, interconnected grids through transmission and distribution lines.

The Railbelt electrical grid follows the Alaska Railroad from Fairbanks through Anchorage to the Kenai Peninsula and provides 80 percent of the state's electric energy.

Depending on where you live in Alaska, residential electric rates range from \$.10/kWh to \$1.80/kWh.

Alaska's electric generation portfolio: 58 percent natural gas, 20 percent hydro, oil 14 percent, coal 6 percent and wind 2 percent. (Percentages are approximate and based on available data.)



Courtesy of INN Electric Cooperative, Inc. Photo by George Hornbenger, 2011

At the end of the rainbow, hydro is gold! Hydroelectric power is a safe, clean way to power Alaska.



AVIS RENT A CAR OF ALASKA



Courtesy of Toyota and Avis Rent a Car



Courtesy of Toyota and Avis Rent a Car

Alaska Rent A Car, Inc., dba Avis Rent A Car has faced the challenges of operating in Alaska for over 55 years. That famous “We Try Harder” spirit has helped the corporation become the largest car rental company in Alaska, servicing the traveling public and locals alike in over 10 communities throughout the state.

As the only statewide car rental agency in Alaska, Avis is able to provide travelers with unmatched consistency in service, rates, and vehicles across



an area one-fifth the size of the contiguous United States. Avis’ popular “rent it here, leave it there” service allows clients to customize their own itineraries to maximize their Alaskan adventure.

For obvious reasons, tourism is a major economic engine in Alaska. People from around the world are drawn to the state’s vivid scenery and rich culture. These visitors are discovering that there is a lot to see on 14,000 miles of roads. The scenery is diverse—from the metropolitan feel of Anchorage to the rustic National Park lands of Denali, from the near 24 hours of sunlight in the summer to the awe-inspiring northern lights in the winter, and from the breathtaking coastal communities in the Southeast to the historic gold rush history throughout the Yukon, Alaska offers just about anything one can imagine. Avis has been helping people see the “Great Land” since 1955.

Regardless of their travel needs, customers have come to expect a high standard of performance from Avis. Service is delivered by friendly, efficient, and well-trained staff. Many of Avis’ employees consider themselves “sourdoughs” and have not only years of experience living in Alaska but also the expertise to make the traveling public feel safe and secure.

With Avis’ network of offices throughout Alaska, customers know there’s a friendly Avis face nearby.

Tourists aren’t the only ones who appreciate Avis. With a wide range of vehicles, including sedans, sport-utilities, minivans, and pickup trucks, Avis has the right mix of inventory for the needs of the corporate traveler. The Avis statewide network of locations includes Anchorage, Fairbanks, Juneau, Sitka, Petersburg, Haines, Skagway, Whittier, Kenai, and Kodiak.



Courtesy of Toyota and Avis Rent a Car



Courtesy of Toyota and Avis Rent a Car



INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS 1547

The International Brotherhood of Electrical Workers was born in St. Louis, Missouri on November 28, 1891. Prior to IBEW's existence, one out of every two linemen were killed on the job due to poor working conditions, long work hours, and a lack of safety training. IBEW 1547 was chartered in Alaska on October 1, 1946, and continues to advocate safety and protect the rights of electrical and communications workers, as well as many other diversified occupations. IBEW 1547's commitment to provide skilled craftspeople and safety standards in the workplace effectively raises the bar for expertise, security, benefits, and income for all workers in Alaska—union and non-union alike.

As partners, IBEW 1547 and the National Electrical Contractors Association (NECA), Alaska Chapter, operate the



Courtesy of IBEW 1547

Countless IBEW members have passed along their strong work ethic to many generations of families and to the community. IBEW spreads the word to young people of all ages through the

School Business Partnership with the Anchorage School District and other public venues and by bringing home union values. Pictured is a very young, future IBEW member whose father is a journeyman wireman.



Courtesy of IBEW 1547

Alaska Joint Electrical Apprenticeship and Training Trust, which invests \$2 million annually in training. At the Tom Cashen Electrical Training Facility in Anchorage and the

Kornfeind Training Center in Fairbanks, apprentices receive training in the following classifications: outside lineman, inside wireman, communications/telephone worker, and powerhouse operator. Graduates are required to complete 8,000 hours of on-the-job training as well as a minimum of 280 hours of related classroom instruction each year. In addition to apprenticeship training, journeyman level instruction is available throughout the year.

Today, IBEW 1547 is one of the most successful labor organizations in the state of Alaska. Serving approximately 4,485 active members, IBEW 1547 has branched out and now represents local government employees,

Part of IBEW 1547's community involvement includes sponsorship in many Alaskan events, including the Iron Dog Race. The Iron Dog is an off-road snowmobile race across Alaska, and at 2,031 miles (3,269 km), it is the longest, and toughest, snowmachine race in the world. In 2015, IBEW 1547 journeyman wireman (JW), Scott Faeo won first place. Pictured left to right are: Waylon Knudsen (JW); Eric Quam, Scott's partner; Scott Faeo (JW), and Scott's brother and father—John Faeo Jr. (JW) and John Faeo Sr.



Solidarity is the cornerstone of IBEW union members. IBEW strives to cultivate friendship and camaraderie among its members. Members work

hard and play hard. Pictured are members balibut fishing together on the Pacific Ocean, just outside of Homer, Alaska.

health care industry employees, property management workers, programmers, clerical staff, and radar operators. With offices in Anchorage, Fairbanks, Juneau, and Ketchikan, IBEW 1547 has a staff of approximately 40 employees representing over 60 collective bargaining agreements.

By advocating for superior wages and benefits for their members, IBEW 1547 helps the economy grow and protects the middle-class working families of Alaska. In addition to securing adequate compensation for work performed, IBEW 1547 seeks to assist and lend aid in sickness and distress, to secure employment, to reduce the hours of daily labor, to create security for the individual, and to seek a higher standard of living for union members.

Members enjoy longer paid vacations and more holidays, allowing them quality time to spend with loved ones. They also enjoy health and retirement benefits that allow them to retire with dignity and not be a burden on society.

IBEW 1547's success is also evident through the establishment of the Alaska Electrical Trust Funds, which provide health and pension benefits to IBEW 1547's 5,500 active members and over 4,300 retirees. The Alaska Electrical Trust Funds began in 1961. These funds are unique because they are self-administered and support local hire. The Alaska Electrical Trust Funds are envied by organizations nationwide because of the size of the funds compared to the number of people who participate. Through the pension fund alone, IBEW 1547's over 4,300 retirees receive in excess of \$10.9 million dollars per month. More than half this amount stays in Alaska, benefiting the Alaskan economy.



Courtesy of IBEW 1547

As an active member of many communities in the state of Alaska, IBEW 1547 contributes to large non-profits such as March of Dimes and the American Cancer Society. On a hometown level, IBEW 1547 sponsors and participates in events such as the Kodiak Soap Box Derby, the Cordova Ice Worm Festival, and the Iron Dog Race—the World's Longest and Toughest Snowmobile Race. In addition, IBEW 1547 is a long-time participant in the Anchorage School District School-Business Partnerships. All events bring together communities to participate in fun, worthwhile activities. From coaching children's sports, to acting on boards of directors,

IBEW 1547 members have volunteered literally thousands of hours to various groups, organizations, and communities throughout Alaska.

IBEW 1547 has established a statewide presence and has become synonymous with the true definition of a skilled workforce, with accomplished workers throughout the entire state of Alaska. IBEW 1547 is actively working to elevate the moral, intellectual, and social conditions for the working families of Alaska.



Courtesy of IBEW 1547

Braving great heights is just part of the job for the skilled men and women of IBEW 1547. Pictured are power linemen working on a transmission line in Turnagain Pass, near the substation in Hope, Alaska.



ALYESKA PIPELINE SERVICE COMPANY



Courtesy of Alyeska Pipeline Service Company

Alyeska's Ship Escort/Response Vessel System (SERVS) provides tug escorts to oil-laden tankers.

Operating safely and reliably for nearly four decades, the Trans Alaska Pipeline System remains Alaska's economic lifeline, operated by Alyeska Pipeline Service Company's employees and contractors with enduring pride and commitment to sustainability and innovation.

Back in the 1970s, Congress split 50-50 on authorizing construction, so Vice President Spiro Agnew broke the tie and famously cleared the path. Construction was a colossal effort, totaling \$8 billion. Some 70,000 people came to Alaska to build the Trans Alaska Pipeline System, or "TAPS."

From the North Slope to Valdez, teams worked around-the-clock to build roads, runways and bridges, piping supports, pump stations, and the Valdez Marine Terminal. They welded together 800 miles of 48-inch diameter steel pipe. The Herculean effort saw the pipeline completed in just three years and two months.

After startup on June 20, 1977, Alyeska Pipeline Service Company shifted gears from design and construction to operations and maintenance of TAPS. It is a complex commitment, as the pipeline crosses challenging terrain, three major mountain ranges, 35 major rivers and streams, and shares space with animals such as caribou, bears, musk ox, and moose. From the beginning, operations came with a focus on environmental stewardship.

Alyeska is headquartered in Anchorage, with offices in Fairbanks and Valdez. Employees also staff pump stations and response bases. In 1989, Alyeska launched the Ship Escort/Response Vessel System, or SERVS. SERVS provides tug escorts to oil-laden tankers and can respond to emergencies or incidents in Prince William Sound. SERVS manages the award-winning Vessel of Opportunity Program, where crews from some 450 vessels and six ports in the Sound train annually to support spill response and recovery.

Alyeska has celebrated other unique successes and programs. In 2015, the company was named one of the World's Most Ethical Companies for the fourth straight year. Another special feature of Alyeska is its Alaska Native Program, a commitment to hire and employ a workforce that is 20 percent Alaska Native.



Employees have celebrated many operational milestones, too. As of March 2015, the company has moved more than 17 billion barrels of oil and loaded more than 21,000 tankers.

Oil throughput has declined since peaking at 2 million barrels a day in the late 1980s, averaging about 530,000 barrels per day in early 2015. Changing conditions have posed operational challenges. Lower throughput results in slower oil transit to Valdez, and oil cools along the way. If the oil is too cold, water naturally entrained in the oil could freeze and collect. Employees are studying this, designing new ways to add heat to the line and researching long-term solutions.

The pipeline remains a critical infrastructure to Alaska and the nation's energy security. For years, TAPS has been the primary source of the State of Alaska's spending money, providing as much as 90 percent of the State's funding for services like public education, health care, and public safety. Beyond economic impacts, Alyeska's employees and contractors are proud of their collective impact on communities across Alaska. More than 95 percent of Alyeska's employees live in-state and some have been with the company since the pipeline's earliest days. Employees time and again show their commitment to the state, donating volunteer hours and resources to nonprofits.



Courtesy of Alyeska Pipeline Service Company

From Alaska's North Slope to Valdez, construction of the Alyeska Pipeline took only an amazing three years and two months.

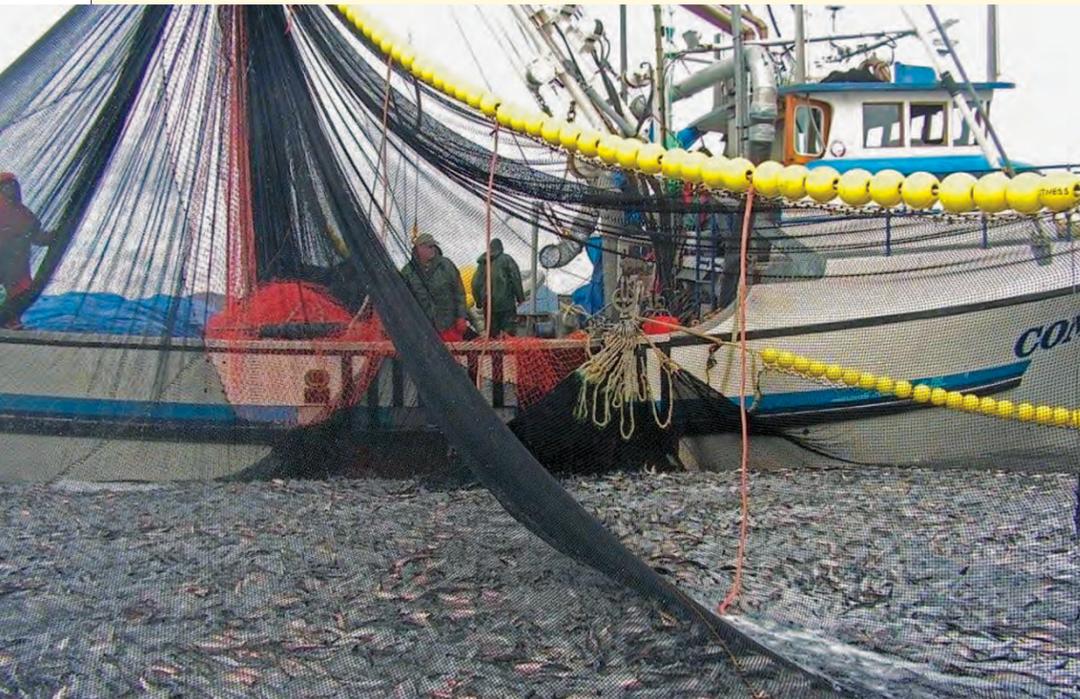
Alyeska employees are also known for their focus on safety. Every meeting begins with a safety discussion. People will stop work when they see conditions that could cause injury or pose a threat to the environment. Safety on TAPS is a way of life, every day.

This vigilance includes robust emergency response training, from the North Slope to Prince William Sound. Employees' excellent preparedness and performance shines in crisis management—such as that day in 2002 when an earthquake at the Denali Fault registered a 7.9 on the Richter Scale. Crews promptly shut down the line and were dispatched to investigate. Amazingly, and as a credit to its original engineers, the pipeline withstood only minor damage and no environmental impact.

Each decade has presented challenges to Alyeska. Today, the challenge is researching and implementing solutions to operate TAPS well into the future. For years, employees have celebrated a construction-era motto, "They didn't know it couldn't be done." It remains relevant today as the workforce focuses on sustainability with a sense of confidence and professionalism.



ALASKA COMMERCIAL FISHING AND AGRICULTURE BANK



Courtesy of Alaska Commercial Fishing and Agriculture Bank. Photo by Alan Orness

The Alaska Commercial Fishing and Agriculture Bank (CFAB), was the product of legislation introduced in the late 1970s. Originally created to provide financing to the resident commercial fishing and agriculture businesses of Alaska, its authority was later expanded to include tourism and resource-based industries. Throughout this evolution, the basic mission has remained the same: to provide options in financing to the current and future generations of the industries it serves.

CFAB is a uniquely structured entity. It operates under, and is the sole subject of, AS44.81. With a \$32 million investment from the state of Alaska, CFAB opened its doors for business in April of 1980. Using the Federal Farm Credit System as a guide, CFAB was structured as a member-owned cooperative. Not unlike many new entries in the markets it serves, CFAB encountered a steep learning curve in its early years; some hard lessons were learned. But those early years, and those hard lessons, helped to shape CFAB's successful and current lending practices. With the guidance of some very committed board members, management, employees, and government representatives,



Courtesy of Weber Shandwick Seattle

Top: The F/V Commander holds a large herring set in southeast Alaska.

Above: Margaret Adsit, Alaska Farmland Trust; Lela Klingert, CFAB President; Paula Giauque, CFAB Director; and Victoria Naegele, Agriculture in the Classroom on the occasion of their respective organizations receiving donations from CFAB.



In 2014, Governor Sean Parnell signed HB 121, which made positive changes to the CFAB statutes.

Left to right: Lela Klingert, current CFAB President; Representative Eric Feige, bill sponsor; Governor Sean Parnell; Doug Glenn, CFAB Director.

CFAB was able to navigate its way to retire the state's original \$32 million dollar investment, with the last payment being made in 1998.

Today, CFAB continues to provide a stable source of financing to the resident commercial fishing, agriculture, tourism, and resource-based industries of Alaska. It is financially sound, 100 percent owned by its members and housed in its own building across from Lake Hood. In its 35 years of operations, CFAB has employed over 150 people, provided over \$446 million in loans to Alaska businesses, and returned over \$12 million in the form of patronage and dividends to its customer/members. But perhaps most importantly, CFAB remains committed to its mission and the future generations of Alaska businesses.

Courtesy of Office of the Governor, State of Alaska



Courtesy of Stan Stephens Cruises Inc.



The Valdez Spirit cruises by the Meares Glacier.



BONSAI MEDIA GROUP

In 2009, Jason LaBaw, Elliott Omlin, and Gus Zadra founded Bonsai Media Group in Seattle. The driving force behind Bonsai came from the disconnect between online marketers, website designers, and code-savvy developers. The gaps between these components can create unnecessary difficulty for those attempting to generate online attention towards a brand or company. From the beginning, it has been Bonsai's strategy to bring all the pieces together; to have developers, designers, and marketers all in one house and working on the same projects. With this approach, Bonsai can address a client's concerns from all angles, providing them with a coherent understanding of online marketing issues and effective strategies for dealing with them. After all, we are of the belief that our success and achievements



Courtesy of Bonsai Media Group

The Bonsai Media Group team.

are based directly on those of our clients. It is our primary goal to generate a marked difference in the success of anyone we work with.

Since its inception, Bonsai has grown steadily, doubling in size each year. What started with the three founders has grown into a Seattle-based team of over 20.

In 2011, the company was certified as an Umbraco developer. That same year, Bonsai was also Google AdWords certified. In 2012, Bonsai Media Group was ranked one of the top 15 companies in the world who utilize SEO marketing techniques. The year 2013 saw the culmination of our greatest effort yet—the launch of Froshmonster.com, a website that will entirely revolutionize the college application process. While several outside parties have recognized our success, we still evaluate our company based on the value of our most current project. We are constantly trying to push the limits of our abilities and to take on projects that force us to exceed our personal best.



Courtesy of Bonsai Media Group and iStock

The beauty and lush atmosphere of the Seattle area fuel the energy and imagination of Bonsai's talented team.



Seattle is Bonsai Media Group's home. The city is a source of inspiration and innovation.

Some were unsure of our decision to start our company at the height of the economic recession. However, in the middle of the downturn, we recognized an opportunity—not because of the economy, but rather, because we were able to identify the general trend of the online-marketing industry as it progressed towards a more “cloud-based” system. Innovative systems like these allow for new designs and strategies to be utilized for any product or business plan. In this way, Bonsai has had a finger on the pulse of the industry since the beginning. Bonsai is a company comprised of innovators raised on the Internet, those who speak the language and who use the system constantly. Bonsai originated in

Courtesy of Bonsai Media Group and iStock



the ever-shifting climate of Internet marketing. Since then, we've consistently evolved, taking the next step with each new project. We do not believe in a so-called “tried-and-true” approach to Internet marketing. Simply put, generic strategies produce generic results. In this constantly changing environment, we are always hypothesizing and testing new marketing methods in order to reach the specific solution that our clients require. Every client has the same general concern: more business. Yet, each client's project requires a special touch—and Bonsai's capabilities meet, and exceed, each client's particular needs.

Ultimately, Bonsai aims to create digital products that solve real-world problems. Newly emerging digital technologies are not just for the benefit of businesses or online marketers. They can be harnessed to help the world run more efficiently. Because of this, Bonsai has spent a great deal of time giving back, openly sharing skills with others in the Puget Sound region in the hope that they might benefit from them. We started a program called Social Media for Silver Foxes, in which we help seniors use social media to connect with family and friends, and even to meet others with similar interests. Our goal is to be a source of knowledge for those young and old. We want to help seniors to stay current and interact with their families and friends. Also, we mentor the younger generation, teaching them skills for success.

Bonsai's CEO, Jason LaBaw, regularly acts as a guest lecturer at the University of Washington, speaking to MBA students about the benefits of SEO marketing strategies. He has also guest lectured at Western Washington University in Bellingham. Bonsai Media Group built its success from the ground up by recognizing and using newer and more effective tools. Our aim is to help others, businesses and individuals alike, to do the same.



Courtesy of Bonsai Media Group

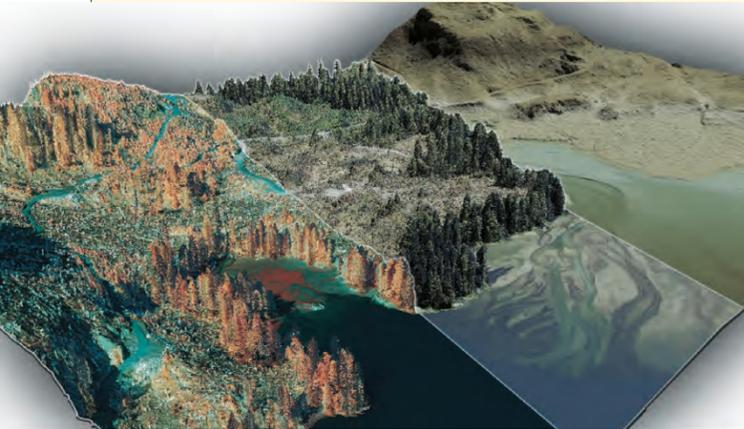
Bonsai Media Group founders, left to right: Elliott Omlin, design ninja; Jason LaBaw, chief executive officer; and Gus Zadra, project and account manager.



QUANTUM SPATIAL



Courtesy of Quantum Spatial



Courtesy of Quantum Spatial

Top: Turquoise Lake is in Lake Clark National Park at the headwaters of the Mulchatna River, which drains into Bristol Bay. Visible in the background is the frequently active Redoubt Volcano, located on Cook Inlet. Turquoise Lake is along the Telaquana Route used by Dena'ina Athabascans for hundreds of years to travel from the old village on Telaquana Lake to the village of Kijik on Lake Clark. Dena'inas knew Turquoise Lake as Vandaztun Vena, which translates as "caribou hair lake." Today, visitors to Lake Clark National Park backpack portions of this route.

Above: From left to right, this image of an inlet near the North Arm of Moine Sound is composed of: the 3D LiDAR point cloud draped with NIR orthoimagery; point cloud draped with true-color orthoimagery; and the bare-earth, gridded model colored by elevation.

Visitors to Alaska are often overwhelmed by contrasts of the Great Land. Most expect to see vast wilderness areas, the grandeur of mountains, glaciers, rivers, and coastal areas. Few are prepared for the time leap from Anchorage, our largest city, with skyscrapers and all the convenience and bustle of America's big cities, to the austere essentials of Alaska's remote villages. Fewer understand implications of the word "remote" until the lack of connecting roads between these rural isolated communities is realized.

Reality holds many more surprises for the uninitiated. Alaska is a testing ground for technology. The extremes of volcanoes and glaciers, North America's highest mountain less than 300 miles from the sea, barren arctic coasts, and immense rain forests of Southeast are ideal for putting many technologies through their paces. Strengths or weaknesses of equipment and methods are soon discovered here. Further, Alaska's extremes demand that the latest and best technologies be used to manage cost, time, and quality. This is especially true for mapping.

Quantum Spatial has a long history of providing quality geospatial solutions in Alaska. The earliest predecessors of Quantum Spatial began collecting photos in the state during the 1930s. Our company has remained in Alaska for over 50 years, through subsequent mergers and acquisitions. Quantum Spatial continues to deliver timely and reliable mapping services to military, federal, state, and municipal agencies, engineers, planners, resource managers, oil and gas explorers and producers, miners, and environmental consultants. Our historical film library includes nearly 2 million aerial photographs of Alaska's largest cities and smallest villages, and chronicles changes in the Great Land since before statehood. We have been here through disasters, natural and man-made, recording the transformations that have impacted our lives. We stand ready to make significant contributions in assessing climate change in the arctic that will provide valuable data to both scientists and policy makers.

Making maps from aerial photographs, satellite images, and LiDAR point clouds is inherently tied to technology. That was true when the company first began, and it is true now.



Today's maps are made with computers for use in computers. We meld the technologies of cameras and photography with GPS, inertial positioning, lasers, radar, thermal sensors, and satellites to find the best mapping solutions for our clients. Further, we help many clients build geographic information systems in order to achieve maximum benefit from their maps.

Large scale maps are needed for engineering design, impervious surface analysis, spill contingency planning, watershed studies, stockpile and landfill inventories, forest fuel modeling, erosion monitoring, glacial change detection, and myriad applications where the location of objects and shape of the earth need to be identified.

Applications for highly detailed images and elevation models abound. As an example, airborne laser scanners, collecting up to 167,000 points per second, penetrate the vegetative canopy to define the earth's shape, suddenly revealing fault lines, sink holes, and other geologic features not previously identified.

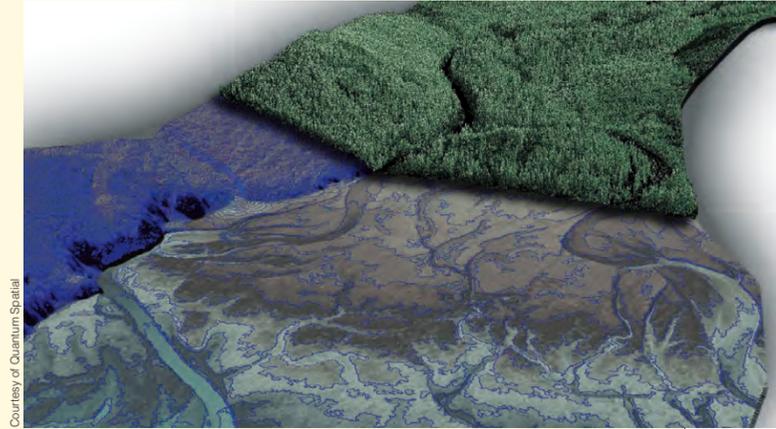
Not only are we leaders in the use of technology for mapping, we share it around the world. With the advent of the personal computer in the 1980s, we developed software, which allowed 3D mapping from aerial photographs and satellite images directly into CAD and GIS systems.

Grasping the need for quality mapping around the globe, we have now exported our sophisticated computer-based mapping systems, training, and support to foreign governments, private concerns, and academia in more than 70 countries.

Quantum Spatial has grown with Alaska, and is part of a nationally recognized firm with offices across North America. Our employees have hundreds of years of combined photogrammetric and LiDAR experience in Alaska. Our staff includes a talented group of certified and licensed photogrammetrists, LiDAR specialists, professional engineers, licensed surveyors, image processing specialists, GIS specialists, CADD designers, and image analysts, many with valuable experience in, geology, hydrology, and landscape planning. Over the years, we have built enduring client relationships that have resulted in unique experiences as we provide solutions to geospatial challenges in North America and digital 3D mapping technology in Alaska and around the world.



Courtesy of Quantum Spatial



Courtesy of Quantum Spatial

Top: Shown here is a view of the railway and the Seward Highway around mile-post 22 near Rocky Creek. On the left, the image was created from the bare-earth model colored by elevation and overlain with two-foot contours. The background is the 3D LiDAR point cloud.

Above: In Southeast Fairbanks runs South Fork Goodpaster River. The foreground shows the bare-earth, gridded model colored by elevation and overlain with two-foot contours. The background is the 3D LiDAR point cloud.



THE WILSON AGENCY

BACKGROUND

The Wilson Agency is the largest independently owned employee benefit firm based in Alaska. Headquartered in Anchorage, the firm celebrated its 50th Anniversary in 2014. Started as a sole-proprietor, it has grown to employ 22 full-time people servicing over 275 Alaskan organizations, and actively taking a leadership role in the community to help drive economic growth and facilitate the success of Alaskan employers.

The Wilson Agency's dedication to client success, hard work and continuous improvement of knowledge, processes, and technology result in helping their clients succeed by being more competitive through managing and mitigating the high cost of employee benefits. The firm ensures clients receive a high value for the dollar they spend by means of developing strategic plans, constructive negotiations, educating and advocating for staff, implementing innovative products and tools, and staying in compliance with the growing demands of regulations.



Courtesy of The Wilson Agency, Photo by Michael Dineen with Michael Dineen Photography

FACTORS OF SUCCESS

The Wilson Agency is visionary in that it works to grow the Alaska economy by helping businesses succeed and keeping money local. As a small firm that competes head-to-head with national and international firms, The Wilson Agency saw a need to provide cutting-edge services and products to Alaska businesses through local expertise. In 2002, the company joined forces with like-minded firms as a Charter Partner to launch United Benefit Advisors. This alliance has since leveraged their experience and numbers to create the largest privately owned benefit company in the country (based on percentage of employee benefit revenues). The products and services available through the organization rival any national firm and help The Wilson Agency keep Alaskan organizations competitive in our global economy.



Courtesy of The Wilson Agency, © 2013 Erin Wibby/Judy Patrick Photography

Top: The staff at The Wilson Agency is proud to be employed by one of the top employers to work for in Alaska.

Above: The Wilson Agency is an award-winning benefit firm.



When working with The Wilson Agency, employers get strategic advice that guides wise decisions.

The Wilson Agency has spent a lot of time to develop a "Spirit Within" document that describes the company's purpose, how to accomplish it, what the core values are, and a definition of success. This document guides business decisions, policies, and hiring.

As an active and strong supporter of the industry's local and national professional organization, The Wilson Agency leads or participates in identifying industry trends and regulations that dictate the future of business. Several employees were charter members of the local award-winning chapter and have continued to serve in a leadership capacity. Many have traveled to Juneau and D.C. to educate

legislators on healthcare issues and advocated on behalf of clients.

The Wilson Agency supports the continuing education of their staff and has helped several employees achieve highly distinguished designations including: Certified Employee Benefit Specialist, Registered Health Underwriter, Registered Employee Benefit Consultant, Certified Financial Planner™, Accredited Investment Fiduciary®, Certified Medical Practice Executive, Senior Professional of Human Resources, Global Professional of Human Resources, Group Benefits Disability Specialist, and Health Care Reform Specialist.



Courtesy of The Wilson Agency

GIVING BACK

In addition to helping clients succeed through strategic and well-funded benefit plans, The Wilson Agency generously donates thousands of dollars every year to charitable organizations around the state. The firm developed a charitable giving philosophy to guide requests and target giving in a way that supports the company's values. In fact, during 2014, when the company celebrated 50 years in business, they commemorated the milestone by raising over \$50,000 for a local nonprofit, Anchorage Project Access, which provides health care access to under- and un-insured Alaskans.

Employees are also actively involved and encouraged in supporting the community in big ways and small. Thousands of hours are donated each year by

our employee's volunteer work with several community organizations. Many staff have held leadership positions in a variety of nonprofits and community organizations including: Anchorage Neighborhood Health Center, Providence Health & Services Ministry Board, Anchorage Economic Development Corporation, Catholic Social Services, Rotary Clubs, Soroptimist and the American Marketing Association.

More than your average insurance firm, The Wilson Agency has become a model to other companies. The firm has achieved several awards in categories of revenue generation, employee satisfaction and business acumen. But, more than these accolades, it is service to the client, the community, and their success that drives The Wilson Agency's passion to empower people to lead a life of significance.



Courtesy of The Wilson Agency

The Wilson Agency celebrates 50 years in business. Pictured here are Don Wilson, founder and Lon Wilson, president and CEO.



BDO USA, LLP



Courtesy of BDO USA, LLP

LOCAL PRESENCE, GLOBAL REACH

The BDO Anchorage, Alaska office has been in business for over 37 years (formerly operating as Mikunda, Cottrell & Co.). We have a unique practice geared toward serving Alaskan businesses and the community, providing a fresh perspective on your accounting needs, while respecting and upholding your traditional business practices. We serve the region with a proud focus on Alaska-based clients.

BDO is the brand name for BDO USA, LLP, a U.S. professional services firm providing assurance, tax, financial advisory, and consulting services to a wide range of publicly traded and privately held companies. For more than 100 years, BDO has provided quality service through the active involvement of experienced and committed professionals. The firm serves clients through 63 offices and more than 450 independent alliance firm locations nationwide. As an independent Member Firm of BDO International Limited, BDO serves multinational clients through a global network of 1,328 offices in 152 countries to serve our clients wherever they may do business.

ACCESSIBLE, FLEXIBLE SERVICE

At BDO, quality, independent service is paramount and is the key to our success in building strong, long-term client relationships. We embrace a hands-on, flexible service philosophy based on the attention of experienced professionals and a culture of openness, candor, and trust. Combined with the advantages of a streamlined, accessible organizational structure, our approach translates to timely responses and swift resolution of technical issues or questions for our clients.

KNOWLEDGEABLE, PROACTIVE PROFESSIONALS

Professionalism is one of the hallmarks of BDO's culture, along with our other core values of competence, honesty and integrity, dedication, responsibility, and accountability. These values guide our dedicated team in their interactions with our clients and each other, as well as the communities in which we conduct business. Our clients experience this culture through seasoned and knowledgeable client service teams, attention to senior professionals, and open lines of communication.



Courtesy of BDO USA, LLP

Top: The BDO Anchorage office.

Above: A group from the BDO Anchorage office supports "Go Red for Women" fundraiser for the American Heart Association.



Pictured are Jim Hasle (left), the BDO Anchorage Assurance Managing Partner and Wayne Berson (right), BDO USA, LLP Chief Executive Officer.

BROAD INDUSTRY EXPERIENCE, IN-DEPTH KNOWLEDGE

BDO professionals have years of experience servicing the specific needs of clients in a variety of industries. Members of our national industry teams bring to our clients the broad-based experience, in-depth industry knowledge and business savvy that can be critical to success.

DEDICATED INDUSTRY FOCUS

- Consumer Business
- Financial Services
- Gaming, Hospitality & Leisure
- Government Contracting
- Healthcare
- Manufacturing & Distribution
- Natural Resources
- Nonprofit & Education
- Private Equity
- Public Sector
- Real Estate & Construction
- Restaurants
- Technology & Life Sciences

Courtesy of BDO USA, LLP



Courtesy of BDO USA, LLP





ALASKA CAMPAIGN STRATEGIES

Alaska Campaign Strategies (ACS) is an Alaskan-based campaign consulting company with deep roots in Alaska politics at the local, regional, and state level. We have been involved in Alaska campaigns for over 40 years, throughout the major urban and rural areas of the state. We offer boutique campaign consulting services with one goal: success for our clients. We are pleased to have the opportunity to help elect the best-qualified candidates to office.

ACS's founders, Gail Phillips, Robin Phillips, and Kim Phillips Griffith, can provide comprehensive, thorough, and personalized campaign consulting services to individuals and organizations. In addition, we offer meeting facilitation, campaign education, event planning, and focus-group organization. We are an individual company that is not affiliated with any political party or government entity.

ACS provides complete campaign management services as well as task-specific services.



Courtesy of Alaska Campaign Strategies

ACS is a family-owned campaign-consulting company.

We utilize the latest technology relating to campaigns. Our firm specializes in the use of social media in addition to, and in concert with, the traditional methods of promotion for our clients. ACS helps candidates formulate comprehensive campaign strategies that are focused on achieving victory.

ALASKA ENTERPRISE SOLUTIONS (AES)

Alaska Enterprise Solutions (AES) is a Xerox agency located in Anchorage, Alaska. AES is the only Platinum Xerox provider and the largest Xerox agency in the state. AES supports the South-Central and Interior of Alaska and is independent, local, and well connected. Being Alaska-based and Alaskan-staffed, AES is able to focus on the business needs of Alaskans while offering the worldwide support of the Xerox Corporation.

Being a local Alaska company, AES is active in the community. AES is a member of the Chamber of Commerce, Petroleum Club of Alaska, The Alliance, and South Anchorage Rotary, and is also on the board of the Resource Development Council of Alaska. AES also supports Pop Warner football.

Founder Michael Ferris grew up in Kodiak, Alaska and graduated from UAF. At the age of 12, he fell in love with fishing and ran his family's fishing boat the *F/V Seabrooke* (now featured on the *Deadliest Catch*) for many years in the Bering Sea. Michael never forgot his love of fishing. Now, more than 20 years later, he still spends a few weeks each summer gillnetting salmon in Bristol Bay on the *F/V Norrin Radd*.

Innovation has kept Xerox leading the industry for over 75 years. Xerox has developed over 100 new products and services in the last three years, obtained more than 10,000 active US patents, and received 600 awards for work done at their five global R&D centers around the globe. Xerox's Palo Alto Research Center (PARC) created the GUI Interface, the computer mouse, and Ethernet—just to name a few.

ConnectKey Multi-Functional Printers (MFPs) offer flexibility, simplicity and security, all of which allows our clients to focus more on what matters most: their real business. A product of innovations, the ConnectKey software was designed to simplify the way work gets done in a secure, "always on" world. The future of copiers is here today with Apple AirPrint, Single Pass Scanning, and a Unified Address Book. Print from just about any mobile device and scan directly to cloud services like Google Drive, Evernote, DropBox, or Salesforce. Embedded McAfee technology allows MFPs to be managed and protected as easily as the rest of the network.

AES supplies the broadest selection of Xerox products and solutions from desktop office printers to the largest digital printing presses in the State of Alaska. AES looks forward to serving you to ensure you get the right solutions for your Alaska business needs.

Courtesy of AES



Courtesy of AES



Top: Fishing boats at sunset in Bristol Bay, Alaska 2014.

Above: Not only does AES provide local personal service to its clients, they also provide the security of the Xerox Corporation's worldwide support.



NANA DEVELOPMENT CORPORATION

NANA Development Corporation



NANA is geographically diverse, active in all 50 US states and in several countries. GIS, NANA's Louisiana-based company, is focused on maintaining and repairing offshore platforms.

Founded in 1974, NANA Development Corporation is the business arm of NANA Regional Corporation, Inc. An Alaska Native corporation, NANA was created as a result of the Alaska Native Claims Settlement Act (ANCSA). Over four decades, NANA has matured from a small Alaska company into a global operation with nearly \$2 billion in annual revenue.

As the parent company of a diverse and growing family of businesses, NANA works to fulfill its mission: to improve the quality of life for its more than 13,500 Iñupiat shareholders, who originate from northwest Alaska. By creating opportunity and building community, NANA is working to weave together a stronger region, corporation and future for its people.

Headquartered in Anchorage, Alaska, NANA Development Corporation employs more than 15,000 people throughout

the United States and around the globe. NANA has become one of several Native-owned corporations doing business worldwide while creating a strong economic impact. In Alaska, that includes a world-class zinc mine and three of the largest companies in the state. NANA's operations extend from above the Arctic Circle to Western Australia, across the continental United States, to the Middle East and the South Pacific.



Creus from Pegasus Aviation Services, a NANA subsidiary, de-ice a jumbo cargo jet on a snowy November day in Anchorage.

NANA'S MISSION

NANA works to achieve its mission by maximizing economic growth, protecting and enhancing NANA lands, and promoting healthy communities. NANA's values determine how we do business as individuals and as a company. Through our decisions, words and actions, we demonstrate our core values: Honesty and integrity govern our activities. Commitments made will be fulfilled. Everyone will be treated with dignity and respect.

of the world's most challenging environments. NANA's companies continue to provide comprehensive, safety-driven services to the oil and gas industry. These services include: engineering, construction, fuel and lubricants, security, workforce development, operations, and support.

NANA Development Corporation's diverse portfolio provides the company a stable position in the marketplace from which to grow.

NANA'S BUSINESSES

All of NANA's business operations are owned by NANA Development Corporation. The NANA board adopted a strategy to build a diversified and balanced portfolio of companies to propel income and positively impact or employ its shareholders.

NANA's clients and partners are world-class professionals in a wide variety of industries including oil and gas, mining, healthcare, hospitality, federal, and Tribal sectors.

NANA was among the first Native corporations to offer support services to the oil industry on Alaska's North Slope. For more than three decades, NANA has worked to build a full suite of service companies tailored to meet the rigorous demands of the resource development industries in some

NANA Development Corporation



NANA Development Corporation



Truestone, a NANA company, provides technology and information security-oriented services in the public and private sectors. In Truestone's lab, hardware devices and software programs are tested for operations support for the U.S. Coast Guard's communications network.



Subsistence plays a key role in the lives of NANA's people. The Inupiat used, and may have developed, advanced fishing and hunting techniques such as the drag float and seine nets.



NANA Development Corporation

Through our hospitality division, NANA is a strategic investment partner in various real estate and hotel development ventures throughout the U.S. In addition to owning a portfolio of nationally branded hotels, NANA offers a full range of hotel design, planning, and management services.

NANA's engineering and construction group provides multi-discipline engineering, survey, architectural, environmental, geotechnical, and planning services for commercial, government, and tribal clients. NANA also has companies that provide design and construction services to the oil and gas industry, from piping and process design to fabrication, truckable modular construction, and on-site operations and maintenance services.

NANA's information technology companies provide strategy, design, and implementation of secure communications systems, primarily for the U.S. government, but also for the health care industry and for other commercial clients.

NANA's facilities management and logistics companies have a proven track record of success providing essential support services for military,

governmental, and commercial clients, including base operations, food service, camp management, security, maintenance, and staffing.

NANA leverages the expertise of its companies to create growth and opportunity around the globe. With a long-term vision, NANA intends to continue to build on the strengths of their past while creating opportunities for the future.

SAFETY AT WORK AND AT HOME

Safety is core to NANA's business culture. All NANA companies participate in the NANA Enterprise Safety Council, which is made up of over 40 health, safety, and environmental (HSE) professionals across the company. NANA is committed to maintaining the highest standards



NANA Development Corporation

possible for the health and safety of its employees, customers, clients, and the public at-large. NANA is committed to continual improvement, developing, and implementing improvement plans and capturing lessons learned.

Owned by NANA, and built and managed by some of NANA's companies, the design of the Nullagvik Hotel in Kotzebue reflects the culture of its owners.



NANA's goal of zero harm, zero injuries, and whole families extends from safety in the workplace to safety at home. Through partnership with the National Safety Council, NANA reaches out to employees' homes with timely and topical information to help them keep their families safe—whether at home or out enjoying the many recreational activities Alaska has to offer. NANA also works to keep their family of shareholders safe and healthy. NANA has distributed more than 3,000 adult- and child-size life jackets to the residents of the NANA region, and NANA founded and sponsors a cross-country skiing program, NANANordic, in each of the region's 11 villages. The company also provides support services to families in need.

THE RED DOG MINE

The Red Dog zinc and lead mine is located in the DeLong Mountains of the western Brooks Range, 90 miles north of Kotzebue and 55 miles from the Chukchi Sea. NANA owns the land, while Teck, Canada's largest diversified mining company, operates the mine.

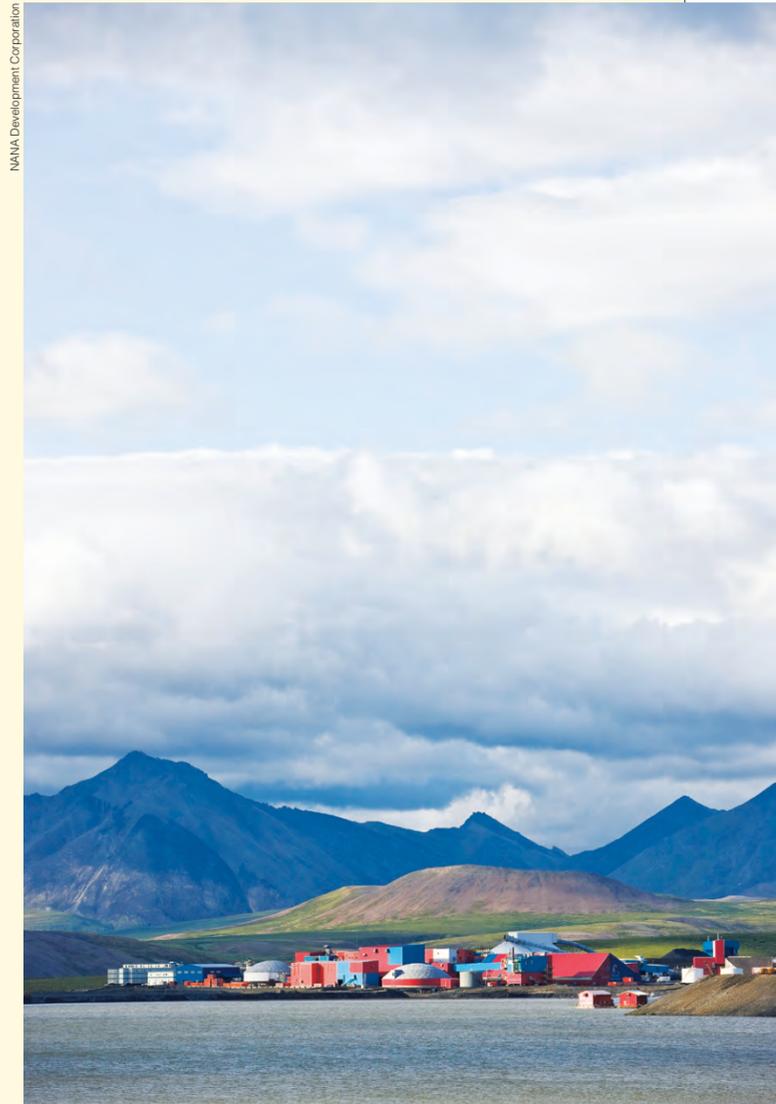
Red Dog Mine is one of the world's largest producers of zinc concentrate and accounts for 80 percent of the approximately 725,000 metric tons of zinc ore mined in the United States. The mine is unique in that the

partnership agreement between Teck and NANA assures environmental protection and creates tangible, economic benefits for NANA shareholders through its development.

Above all, founded on the principles of consensus, cooperation, and mutual respect, the Red Dog project demonstrates that sustainable mine development can be compatible with indigenous values. This agreement benefits NANA in a variety of ways—providing income, shareholder jobs, and opportunities for NANA's businesses.

Mining is a highly regulated industry, but operations at the Red Dog Mine go beyond compliance. When a world-class mining company partners with the indigenous people who have lived on the land surrounding the mind for thousands of years, a people who have depended on that land for survival, every aspect of the mine's operation must have at its core the stewardship of that land for thousands of year to come. One example of this stewardship is the independent subsistence committee of local Native hunters and Elders who provide oversight of the mine operations on land matters.

NANA Development Corporation



NANA owns the land on which Red Dog Mine is situated. One of the worlds' largest zinc mines, Red Dog delivers direct and meaningful benefits to NANA shareholders, while contributing to the state and regional economy.



NMS Security's trained personnel monitor clients' facilities 24/7 from a central operations center.



NANA Development Corporation

More than half of the mine's employees are NANA shareholders, and many of NANA's subsidiary companies work at Red Dog Mine. NANA's companies provide engineering and construction services, manage the camp which houses the mine workers, truck and lighter the ore from the mine site to transport ships, provide drilling services, and supply fuels and lubricants.

Through the sharing provisions of ANCSA, NANA annually distributes 70 percent of the mine's revenues to Alaska Native regional and village corporations across the state, so that every Native person in Alaska benefits from the mine's success.

THE NANA REGION

Located in northwest Alaska, the NANA region lies mostly above the Arctic Circle. Roughly the size of Indiana, the region is vast: 38,000 square miles.

The 11 villages that make up the NANA region range in size from 122 to more than 3,500 residents. In alphabetical order, these are: Ambler, Buckland, Deering (smallest), Kiana, Kivalina, Kobuk, Kotzebue (largest), Noatak, Noorvik, Selawik, and Shungnak.

An important role of NANA is to protect the land for today and for future generations. NANA positions shareholder and regional priorities to ensure the protection of the Inupiat way of life and build a strong regional economy through funding, advocacy, and strong partnerships with the other governmental and nonprofit organizations working in the region.

NANA'S SHAREHOLDERS

NANA's shareholders are the descendants of the first people to populate northwest Alaska more than 10,000 years ago. Known as the Inupiat, translated to mean "the people," the ancestors of NANA shareholders are thought to have crossed the land bridge from Siberia, making their home in a place that is as beautiful as it is harsh. The Inupiat are part of the Inuit, or circumpolar indigenous people of the world.

From the start, the Inupiat were hunters and gatherers, subsisting off of the bounty of the nearby sea and the fresh berries and large game of the tundra. Today, subsistence continues to have a strong cultural and social significance.

NANA is committed to ensuring that its shareholders will be able to continue the traditional lifestyle that exemplifies the values of sharing and cooperation. All shareholders are permitted to hunt and/or fish on NANA land, and NANA supports social



NANA Development Corporation

Working in remote locations, like Alaska's North Slope, NANA WorleyParsons has extensive technical expertise in Arctic and sub-Arctic engineering, design, procurement and construction management services.



and cultural activities that promote and protect the language and traditions of its people, including a summer camp where youth in the region learn traditional hunting, fishing, and gathering skills.

In addition to paying dividends to shareholders, NANA uses its profits to fund a number of other programs that benefit shareholders and their descendants. NANA makes contributions to the Robert Aqqaluk Newlin, Sr. Memorial Trust (Aqqaluk Trust), a nonprofit, private foundation that focuses on the language, culture, and education of the Inupiat people of northwest Alaska. The Aqqaluk Trust awards scholarships to NANA shareholders, their descendants and dependents pursuing collage and post-graduate degrees and post-secondary education.

Recognizing the importance of taking care of its Elders, NANA shareholders voted to establish an Elders' Settlement Trust. The Trust provides a modest, yet important, annual payment to all Elders who are shareholders, age 65 and older. Each Elder, whether they own one share or 500 shares of NANA stock, receives the same amount of money from the Elders' Settlement Trust distribution.

NANA Development Corporation



NANA has a deep commitment to shareholder hire and development. From job training, to scholarships, to internships and a staff of development professionals who match shareholders with job opportunities, NANA is working to weave together a stronger region, corporation and future for its people. Like a skilled hunter, NANA Development Corporation seeks ways to use its land and business acumen to provide services to the benefit of its clients, shareholders, and the communities in which they live and work.

NANA'S FUTURE

NANA's success has a direct, positive impact on its owners, and on the Alaska economy. NANA companies work, and employ residents, in every part of Alaska—from Barrow to Kotzebue to Ketchikan. At NANA, they say they have been doing business for 10,000 years. NANA is building a successful business for 10,000 years to come.

Most of the NANA region is above the Arctic Circle, and rivers traverse through the landscape. Small boats are commonly used for recreation and subsistence hunting and fishing on the Noatak and Kobuk Rivers, which are typically free from ice from early June to early October.



TRANSFORMING CHALLENGES INTO SOLUTIONS.

THE ARCTIC'S PREMIER ENGINEERING, PLANNING, AND SURVEY FIRM

It's not often that PDC Inc. Engineers (PDC) has to find a client to fit an innovative solution. But that's exactly what happened with the Weller Elementary School project in Fairbanks. It all started with a young engineer's concept to integrate solar panels with a ground-source heat-pump system. The innovative system would harvest stored energy from the ground to heat the school during winter. In summer, solar

energy collected with the solar thermal panels would replenish the underground stored heat capacity through the same system. "We thought it was a great idea," said Mechanical Senior Associate Danny Rauchenstein.

PDC's engineers began searching statewide for a "test" project. Ultimately, they were connected with the Cold Climate Housing Research Center at University of Alaska Fairbanks (UAF) and school district staff from Weller Elementary. To make the project happen, PDC donated engineering time, a contractor installed the system at cost, and the research center monitored its performance. Today, the system is doing a remarkable job keeping Weller's 540 students comfortable throughout the school year—all while cutting heating costs with innovative renewable energy. "The school district is ecstatic about the results," Mechanical Senior Associate Craig Fredeen said.

So is PDC! "It was a really successful project," Rauchenstein said. "We were very encouraged by the results."

Innovative ideas like the one employed at Weller Elementary are intrinsic to PDC's mission, "Transforming Challenges into Solutions." But these words are

more than a catchy slogan; they're a commitment. They symbolize the value that PDC, a 100 percent Alaskan-owned full-service engineering, planning, and survey firm, offers our clients.

PDC serves Alaska and the Arctic from five offices strategically located in Anchorage, Fairbanks, Juneau, Palmer, and Soldotna, Alaska. The company also has extensive project experience in the extreme, remote, cold-region environments of Antarctica and Greenland. PDC's primary focus is providing cold-region design and construction expertise throughout the Arctic and Antarctic.

OVER 50 YEARS OF SOLVING CHALLENGES IN THE NORTH—AN EMPLOYEE-OWNED, AWARD-WINNING FIRM Ask anyone to name an innovative engineering company in Alaska, and odds are they'll name PDC. With roots dating back more than half of a century, its present form began to take shape in the mid-seventies.

PDC has since steadily grown to become the comprehensive full-service firm that practices today.

In 2012, PDC established an employee stock-ownership program (ESOP) that transferred ownership to its employees. "The ESOP provides the client with staff who are vested in making every project a success, since, as owners, we all share in the success," Civil Senior Associate Matt Stone explained.

PDC's extensive insight about Alaska & the Arctic is completely ingrained. It's not based on conjecture or theory--but first-hand experience.



Courtesy of PDC Inc. Engineers

As an ESOP firm, PDC has nearly 90 employee-owners located in the firm's Anchorage, Fairbanks, and Palmer offices.



Courtesy of PDC Inc. Engineers

Matt Emerson, Principal Structural Engineer, concurs, "Since establishing the ESOP, PDC's staff have a more vested interest and consider themselves owners who are here for the long haul."

"PDC has always been privileged to have a solid core of long-term employees," says Principal Steve Theno. "Being an ESOP really reinforces longevity and stimulates employee participation. Creative ideas and participation have risen to new levels," Theno said.

Not surprisingly, in 2013, PDC was named one of the Fairbanks North Star Borough's "Family Friendly Workplaces," an honor bestowed on only 4 of the 68 firms nominated, and was ranked by Zweig White as one of the top 20 "Best Firms to Work For." In 2012 and 2011, PDC was selected as one of Zweig White's "Hot Firms," a designation that recognizes the fast-growing A/E firms in the U.S. and Canada. In 2012, PDC was selected by Consulting-Specifying Engineer Magazine as one of their top 100 "MEP Giants." The program lists the top 100 mechanical, electrical, plumbing (MEP) and fire protection engineering firms in the United States based on total MEP revenue.



Courtesy of PDC Inc. Engineers

MULTI-DISCIPLINE ADVANTAGE—ASSEMBLING THE RIGHT MIX OF TALENT FOR EACH PROJECT

PDC provides comprehensive services in the areas of:

- Engineering
 - Civil
 - Electrical
 - Environmental
 - Fire protection
 - Mechanical
 - Structural

- Energy efficiency, LEED certification, and sustainability
 - Planning and GIS applications
 - Land surveying
- This translates into an efficient, collaborative, integrated approach and innovative solutions for clients. PDC seamlessly taps just the right expertise across all disciplines to

create solutions tailored to meet the clients' specific needs. "The client benefits from a cost-effective reliable solution that is sustainable for the long term," Theno said.

PDC's multi-discipline structure inherently fosters on-the-fly collaboration and out-of-the-box thinking. "We like to challenge the industry through logical yet non-traditional approaches," President Royce Conlon said.



Arctic sunset.



Courtesy of PDC Inc. Engineers

ENGRAINED IN ALASKA AND THE ARCTIC—WITH A CLEAR VISION OF THE FUTURE

To say that PDC is deeply rooted in Alaska and the Arctic is an understatement. To PDC, Alaska is home. “It’s where we work, where we live, where we raise our families.” Theno said.

Conlon adds, “PDC’s extensive insight about Alaska and the Arctic is completely ingrained. It’s not based on conjecture or theory—but first-hand experience.”

Alaska and the Arctic are inherent to PDC’s corporate identity. “We take pride in the fact that we’re from Alaska,” Fredeen said.

PDC’s permanent, local roots mean the design team won’t head south once the project is completed. It also means the company is focused on doing things the right way the first time and being around to assist clients with their future needs. “We have a vested interest in seeing that projects are done correctly for the communities in which we live,” Emerson said.

PDC FOCUSES ON FOUR KEY MARKET SECTORS

Energy—Enhancing Conservation While Optimizing Traditional Energy Systems, Advancing Renewable Energies

PDC’s energy projects include power generation facilities, cogeneration systems, thermal and electric transmission

systems, and fuel storage and distribution systems. In the renewables field, PDC helps in the implementation of biomass, wind, solar, thermal, and solar photovoltaic applications. Enhancing energy efficiency and energy sustainability is a key focus.

PDC’s energy sector work is vital for Alaska communities. The natural-gas distribution system being designed for the Interior Gas Utility (IGU) is a great example. The project will dramatically reduce heating costs. “When we can get people converted from oil and wood heating systems over to clean natural gas, then we can dramatically improve the air quality,” said Civil Principal Keith Hanneman.



Arctic tundra.

Courtesy of PDC Inc. Engineers



In future phases, the system will also supply gas to nearly everyone in the Fairbanks North Star Borough—including businesses. That’s significant because high energy costs have historically discouraged businesses from entering the Fairbanks market.

PDC’s expertise lies in helping clients minimize long-term energy costs through energy conservation and lowering system maintenance costs. PDC concentrates on simplifying energy systems so they’re easy for clients to understand and maintain.

And PDC looks for opportunities to innovate for its clients. The UAF Margaret Murie Life Sciences facility is a great example. With its use of a single radiant floor system for both heating AND cooling (a first in Alaska), PDC helped deliver remarkable energy savings.

At the Kodiak Fisheries Research Center, PDC used seawater chillers to cool the warmer waters of Kodiak Harbor to mimic Bering Sea conditions. This is critical to enable the center to conduct accurate scientific Arctic sea life studies. The waste heat from the chillers is now used to heat the facility. This added benefit combines renewable energy sources (electric generation in Kodiak is primarily wind and hydro) with waste heat recovery (via the chillers) while significantly reducing the facility’s thermal energy costs.

Transportation—Delivering Projects as Diverse as Alaska

Alaska is a diverse region with multiple modes of transportation serving its 375 million acres. Across this immense area, varying soil conditions, topography, hydrology, and environmental concerns (wetlands, wildlife, archaeological resources, etc.) provide design challenges that keep PDC’s engineers focused on applying the best possible solutions.

Transport of people and goods is essential for the social and economic well being of Alaska’s nearly 400 communities. PDC’s staff is skilled in designing for rural Alaska communities with as few as 80 people, as well as the major cities of Anchorage and Fairbanks. Special expertise includes ground transportation such as highways, roads, rail, trails, and pedestrian routes, as well as airports (rural, hub, and international).

PDC’s contribution to the aviation industry has provided a lifeline for many rural communities who rely on their airports for medical evacuations, delivery of goods, and transport of people. PDC provides state-of-the-art airfield and approach lighting systems ensuring safe and reliable landings. The firm’s airspace studies, feasibility studies, and full airport master plans help Alaska’s communities plan for the future. A great example is PDC’s 2014 planning and design project

at the Wiley Post/Will Rogers Memorial Airport in Barrow. This project encompasses environmental, planning, design, and construction services. “It hits all our disciplines and allows us to demonstrate our Arctic engineering capabilities,” Conlon said.

PDC’s special expertise includes ground transportation such as highways, roads, rail, trails, and pedestrian routes, as well as airports (rural, hub, and international).

Courtesy of PDC Inc. Engineers - Photo by Matt Stone



©Ken Graham Photography.com



University of Alaska Fairbanks' Margaret Murie Building in Fairbanks.



*Facilities—From Basic Shop
Facilities to Complex*

*State-of-the-Art Hospitals and
Research Laboratories*

PDC's professional team supports facility projects for a diverse range of clients and functions.

Client sectors include public, institutional, military, industrial, and the private sector.

Functionality ranges from basic garage/shops to schools, airport terminals, and complex state-of-the-art hospitals and research laboratories. The common denominator across this wide range of facilities is comprehensive solutions that meet the client's needs within the specific cold region environment.

PDC is uniquely positioned to respond to the challenge of complex facilities in remote northern environments.

It was PDC's comprehensive mix of facilities and cold-region expertise that led the National Science Foundation to select PDC for the mechanical, electrical, and utilities design for the third-generation Amundsen-Scott South Pole Station at the geographic South Pole. Whether it's the latest educational facility in one of Alaska's 400 remote communities, workforce camp and shop facilities at a remote industrial site, or a technologically-advanced research facility in one of Alaska's cities—the PDC team is prepared to deliver a facility customized to the unique needs of the client and the users.

PDC helps clients realize energy-efficient systems that achieve Leadership in Energy and Environmental Design (LEED) certification and recognition. In addition to numerous LEED

*Fort Wainwright Utilidor Upgrades,
Phase 2.*



Courtesy of PDC Inc. Engineers

Silver certifications, PDC has also helped achieve the much more rigorous Gold certification. Gold-certified examples include the Tanana Chiefs Conference's Chief Andrew Isaac Health Center and the USFS Pacific Northwest Research Center. LEED strategies produce buildings with optimal sustainability. "PDC recognizes how critically important the reliability and maintainability of the building systems are to sustainability and achieving the long-term goals of the project," Fredeen said.

*Utilities—Helping to Build
a Sustainable Infrastructure for
Northern Communities*

Utility systems form the critical underlying infrastructure on which northern communities build upon. PDC has helped deliver water and sewer projects for more than 200 communities throughout the North. PDC is proud to provide Alaska communities with affordable, safe, and

reliable water and sewer service responding to each of their unique and specific needs.

PDC's full-service, multi-discipline nature broadens the range of utilities services the company can readily offer its clients. The depth of PDC's specialized expertise provides comprehensive services such as:

- Fire protection services
- Water pumping stations
- Wastewater lift stations
- SCADA, instrumentation and control systems
- Hydraulic modeling

PDC provides its clients an in-depth level of expertise with the operation and maintenance of utilities in cold region environments. PDC's engineers provide valuable insights into which systems perform and which do not—why utility systems fail in

the extreme environment of the North—and which materials and equipment perform the best under adverse conditions.

PDC offers a unique perspective that cannot be learned through reading textbooks. It comes from many decades of developing cold region design solutions that provide clients with proven results.

TAKING A UNIQUE APPROACH—EVERYTHING NEEDED FOR SUCCESS—AND THEN SOME
Regardless of the sector, PDC takes a client-focused approach to service. Because of its multi-disciplinary expertise, PDC identifies the critical issues and challenges, as well as opportunities and, right from the start, develops fully integrated solutions. Additionally, PDC

understands the dynamic nature of the environments in which our clients operate and to which the project must respond.

PDC also combines its extensive knowledge of cold-region environments with a unique life-cycle cost approach that leverages innovation and an understanding of the clients' business. "By understanding our client's goals and objectives, we can foresee their needs and better assist them," Theno said.

Building quality into the project as it is developed is vital to achieving success in the demanding environment of the North. There isn't time for re-work, and you can't stuff the quality into the project with the last QC review. Quality control and assurance is integral to all PDC projects from the start.

*An Alaska DOT&PF sign in
Nome, Alaska.*



Courtesy of PDC Inc. Engineers. Photo by Daryl Pederson

This client-centered attitude drives innovative project delivery approaches. For instance, when dealing with vertical steel construction, PDC provides a progressive method for delivering structural shop drawings. This seamlessly integrates the shop drawing process with analysis and specialized design software. It fast tracks the delivery of the steel to the site, which can be critical given Alaska's brief construction season. "It can save clients substantial time and money if they can get ahead of construction," Emerson said.

FASHIONING THE FUTURE—FACING NEW CHALLENGES IN THE ARCTIC: TALK IS CHEAP, RESULTS ARE WHAT MATTER
With a 50-plus-year legacy in the state, PDC is extremely passionate about Alaska and the Arctic. The Arctic is a vast multi-national region of untapped opportunity.

It's where future growth is moving in the nation and the world. However, opportunities must be developed prudently. "We want to do our part to help develop the resources and, at the same time, try to preserve the natural beauty," said Senior Civil Associate Ken Risse.

PDC's multi-disciplinary knowledge and cold region experience can help clients do just that. "The ever-changing Arctic offers a great future, and we want to participate in helping people, including the North's indigenous cultures, achieve that future in a successful, positive, and sustainable way," Theno said.

Conlon added, "PDC will continue using its unique set of professional skills to maintain an Arctic strategy that helps clients meet future infrastructure demands."



Courtesy of PDC Inc. Engineers. Photo by NBBJ

The Tanana Chiefs Conference's Chief Andrew Isaac Health Center in Fairbanks was a LEED Gold-Certified project.



Courtesy of PDC Inc. Engineers

Maniilaq Elder Care Facility groundbreaking in Kotzebue.



DOYON, LIMITED



Courtesy of Doyon, Limited

Doyon, Limited, the regional Alaska Native Corporation for Interior Alaska, was one of 12 for-profit corporations established in 1971 under the Alaska Native Claims Settlement Act (ANCSA). Through ANCSA, Doyon received start-up capital of \$54.4 million, as well as 12.5 million acres, making it the largest private landowner in Alaska and one of the largest in North America.



Courtesy of Doyon, Limited

Today, Doyon is a thriving corporation with more than 19,200 shareholders across the state and country. The majority of Doyon shareholders are Athabascan Indians, including Gwich'in, Koyukon, Tanana, and Upper Tanana. Many shareholders continue to live in rural villages within the Doyon region, where climatic extremes range from 100 degrees Fahrenheit in the summer to minus 60 in the winter. The majority of these shareholders still lead a subsistence lifestyle: hunting, trapping, and fishing.

Headquartered in Fairbanks, Doyon operates a diverse family of companies, including more than a dozen for-profit businesses across the nation. Currently, Doyon's family of companies provides services in areas including oilfield services, utility management, security, engineering management, land and natural resource development, facility management, catering, tourism, construction, and government contracting. The company employs several thousand people over ten states.

Top: Doyon, Limited is headquartered in Fairbanks.

Above: The majority of Doyon shareholders are Athabascan Indians, including Gwich'in, Koyukon, Tanana, and Upper Tanana. Doyon's land holdings are largely located in Interior Alaska.



Doyon employs several thousand people over ten states.



Courtesy of Doyon, Limited

Doyon is a major economic contributor to Alaska—a role that has been recognized numerous times by *Alaska Business Monthly* magazine and the Alaska State Chamber of Commerce, which named Doyon one of the Top 49 businesses owned and operated by Alaskans. A study of Alaska Native organizations in Interior Alaska also found that Doyon was on the top-10 list of Alaska Native payrolls in Fairbanks and Interior Alaska, further indicating the company's significant role in the state's economy.

Doyon continues to grow—an accomplishment made possible by its ability to adapt to the changing economic landscape. The company also remains competitive by offering a customer-value proposition based on a strong safety record, a diverse range of needed services, outstanding quality, and a high level of efficiency, which leads to cost savings for Doyon and its customers.



Courtesy of Doyon, Limited

Currently, Doyon's family of companies provides services in areas including oilfield services, utility management, security, engineering management, land and natural resource development, facility management, catering, tourism, construction, and government contracting.



Some companies operated by Doyon provide oilfield services.

Courtesy of Doyon, Limited

Doyon's business approach is driven by its company mission, values, goals, and vision. That mission is: to continually enhance its position as a financially strong Native corporation, in order to promote the economic and social well being of its current and future shareholders; to strengthen the Native way of life; and to protect and enhance its land and resources.

This tie to the land is further stated in the preamble to Doyon's values, "Dena Nena Henash (Our Land Speaks)," which reads:

The River ran through the lives of our grandparents; it runs through our lives; it will run through the lives of our grandchildren. A dynamic force masked by a static constancy, the River will speak to those who listen—our land speaks. Doyon values its relationship to



Courtesy of Doyon, Limited

A major part of Doyon's mission is to strengthen the Native way of life. Encouraging the practice of traditional crafts and creation of Native clothing is one means to that end.



the Place of our people: to our land, our culture, our way of life. We value our Place as the historical successor to our grandparents' ownership and stewardship of our land; as the fiduciary for our shareholders; as the trustee for our grandchildren's inheritance. We are intimately, subtly, and profoundly connected to our Place—our corporate values flow from this sense of Place.

Doyon's corporate values are to be financially, socially, and culturally responsible; to have pride and respect for Native ownership, commitment to the long term, honesty and integrity, commitment to excellence, and respect for employees. When pursuing new business opportunities, Doyon always seeks to partner with companies that share these same corporate values.

Looking into the future, Doyon's goals are to increase its profitability and expand shareholder opportunities by focusing on the most valuable activities and investments, fostering strategic alignment among its companies, developing and sustaining its competitive advantage, and providing employment and career-development opportunities to its shareholders. With these goals firmly in mind, Doyon expects to continue living its vision to be a "leader in all we do."



Courtesy of Doyon, Limited

Ceremonial clothing and traditional arts preserve the deep sense of family and history and enforce Doyon's core values, which are rooted in the Native way of life.



Courtesy of Doyon, Limited

Part of Doyon's mission is to protect and enhance its land and resources.



ALASKA FRONTIER CONSTRUCTORS



Courtesy of AFC, Photo ©2014 Judy Patrick Photography

From exploration to production, Alaska Frontier Constructors has unsurpassed experience in heavy civil construction for Alaska's resource development industry. They have the know-how, equipment, and experience to safely undertake and complete any civil development project.

AFC's areas of expertise include:

Heavy Civil Construction

- Roads
- Pads
- Islands
- Runways

Infrastructure Development

- Docks
- Bridges
- Pilings

Remote Site Services

- Logistics
- Development
- Support

The individuals on AFC's construction team have specialized in resource development in the Arctic and remote Alaskan sites since the 1970s, innovating and perfecting techniques and equipment which have made the company an industry leader.



Courtesy of AFC, Photo ©2014 Judy Patrick Photography

AFC personnel have constructed all of the oil production islands in Alaska's Beaufort Sea. Incorporating state-of-the-art design and technology, these islands enable the oil industry to extend the reach of exploration and increase production of vital petroleum resources. Members of the AFC team have also been instrumental in the development of numerous major projects over the past thirty years, including construction in Alaska's North Slope oil fields and at the state's largest metal mines – Fort Knox, Red Dog, and Pogo. In the Russian Far East, AFC personnel have worked on development projects on Sakhalin Island and at the Kubaka and Julietta mines.

AFC has installed more piling for docks and bridges than any other company on Alaska's North Slope. Additionally, they have installed sheet pile for a variety of applications, pipe piling for building foundations, conductors for oil well drilling, foundation blocks for module foundations, and concrete slabs for shops, warehouses, and other facilities in the Arctic.



Courtesy of AFC, Photo ©2014 Judy Patrick Photography

Above: Pile installation.



Courtesy of AFC, Photo ©2014 Judy Patrick Photography

Left: SDI Expansion took 600,000 cubic yards of gravel and 2,335 sheet piles to create a 20-acre surface.



Courtesy of AFC. Photo ©2014, Judy Patrick Photography

Recently AFC supported several remote site exploration projects. They pioneered access to the project locations then constructed runways, ice roads and ice pads quickly to get the projects started. The AFC team managed logistics for transportation of personnel, materials, camps and supplies, mobilizing everything needed to conduct drilling operations. When the projects ended, the company demobilized the sites and ensured the Arctic environment remained undisturbed.

Alaska Frontier Constructors is committed to maintaining worker health and safety as well as environmentally-responsible operations. The AFC management team has decades of experience and genuine concern for the safety of the workers and protection of the Arctic environment. As a result AFC employees are specially trained to perform safely and efficiently in one of the most complex environments on Earth.

AFC is known throughout the Arctic construction industry as the company to rely on for projects done right and on time. Their Deadhorse base of operations allows for immediate mobilization of equipment, fast project start-up, prompt support for maintenance and operations, and convenient access for their customers. AFC understands the



Courtesy of AFC. Photo ©2014, Judy Patrick Photography



limitations of the extremely short Arctic construction season and has the capability to maximize production during this time.

For the AFC team, no job site is too remote, no project is too complex, no climate is too harsh, and no challenge is too difficult. They are ready for any project, whether it's heavy civil construction, infrastructure development, or remote site services.

Because at Alaska Frontier Constructors, they're ready for tomorrow's opportunities today.

Courtesy of AFC. Photo ©2014, Judy Patrick Photography





N C MACHINERY

N C Machinery can trace its history back to its days as the “Northern Commercial Company,” one of the earliest trading companies in Alaska. The company moved into transportation and mercantile in the early 1800s, and established incredibly deep roots that have continued to develop to this day. In 1926, N C was named as an official Caterpillar® dealer, and the company’s heavy equipment immediately went to work building the basic infrastructure of the new frontier, and also exploring and developing Alaska’s vast natural resources.

During the past century, N C Machinery has expanded its services and geographical support in Alaska’s developing territories and markets. N C is alone among its competitors in its ability to support the tremendous diversity of the Alaskan economy. From construction and commercial development to landscaping; from governmental agencies to road building; from paving to oil and gas; from village and hospital stand-by power generation to forestry; from unrivaled parts/service support of the fishing industry in its Dutch Harbor location to underground and surface mining; from landfill and waste handling to water and sewer systems; N C has the equipment, support, and expertise to meet the needs of those that drive Alaska’s growth.

Today, N C continues successfully partnering with its customers, delivering unrivaled support and superior equipment every day throughout the entire state of Alaska, as well as Western and Central Washington. To help its customers succeed, the company offers the industry’s broadest heavy equipment, attachment, and power systems lines, unrivaled parts, service, and rental support, industry-leading technologies and technical expertise, sophisticated equipment management solutions, flexible financing options, attractive consignment services, and convenient 24/7/365 parts ordering—all supported by the N C team’s 12,000 years of combined experience.

The breadth of products sold and supported by N C is simply untouched in Alaska. N C Machinery sells and rents the vast range of Caterpillar heavy equipment—everything from enormous hydraulic mining shovels to compact construction equipment (such as mini excavators and skid steers). N C Power Systems serves the engine and power systems needs of its electric power, oil and gas, marine, and industrial/OEM customers—from configuration to installation to operation. N C The Cat Rental Store offers contractors the sales and rental of Cat and other preferred-brand products including scissor lifts, trench shoring, compaction plates, and light towers.



Courtesy of N C Machinery



P-4135-046, Alaska State Library, Alexander Maccom Smith Photograph Collection

N C prides itself on getting its customers machinery and engine parts when and where they need them. Over 96,000 different part numbers are stocked, and in the rare instances when a part is not in stock, most orders can be filled within 24 hours. The N C team’s passion, expertise, and unwavering commitment to reduce equipment downtime means its customers get everything they need—quickly, consistently, and accurately.

Top: Every day, N C proudly provides its customers throughout Alaska unrivaled support and superior equipment.

Above: N C has been helping its Alaska customers succeed for over 100 years.



N C Machinery and Caterpillar equipment have played—and continue to play—a central role in the development of Alaska’s vast natural resources.

Similarly, no one can match the planned and 24/7/365 emergency service capabilities of N C. With over 440 highly trained technicians, branches in Anchorage, Dutch Harbor, Fairbanks, Juneau, Prudhoe Bay, and Wasilla, a fleet of nearly 200 service trucks, and extensive cylinder repair/honing, hose building/rebuilding, welding and machining capabilities, N C is uniquely positioned to help its incredibly diverse customers succeed—both in critical moments and in the long-term.

N C’s ability to offer customized support based on customers’ unique needs and an industry-leading menu of support options is a key to its ongoing success. For example, N C’s flexible Customer Support Agreements (CSA) help ensure that the service customers receive has been optimized for their business. Likewise, N C’s Equipment Management Solutions (EMSolutions) service is designed to help customers better manage their assets and lower their operating costs. Working with N C, they can monitor location, fuel burn and utilization, as well as health and maintenance issues like hours, fluid contamination and more. Customers know where their equipment is and what it’s doing with remote, real-time information. They can also manage their equipment health and utilization trends compared to benchmarks via

automated reporting, and use expert recommendations from N C to make informed decisions about managing and maintaining their machines.

Finally, in a constant effort to give back to the communities it so proudly serves, works, and lives in, N C also actively sponsors many worthy causes across the breadth of the state. The “Vote No on 1” campaign to keep Alaska competitive, as well as continued support of the University of Alaska Fairbanks Diesel Technology program, represent just two recent examples.

Courtesy of N C Machinery



Courtesy of N C Machinery



N C sells and supports the entire Cat heavy-equipment line—everything from enormous hydraulic mining shovels to compact construction equipment.



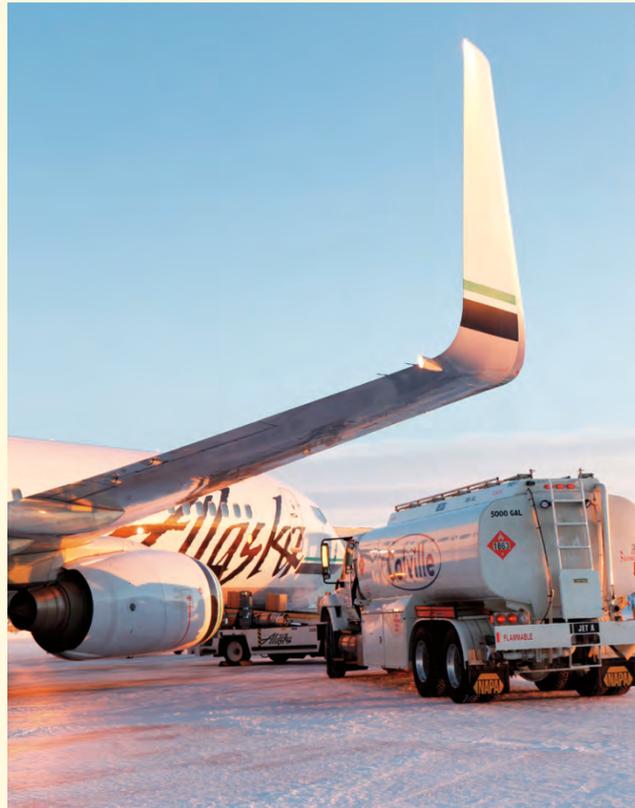
COLVILLE HOLDING LLC



Colville Holding LLC, Photo by Judy Patrick

In 1940, the late Harmon "Bud" Helmericks came to Alaska. After exploring much of the state by canoe and dogsled, he married and settled in the Arctic on a homestead at the mouth of the Colville River. Bud raised his family while working as a pioneer bush pilot, commercial fisherman, and hunting guide. Known for his Arctic knowledge and experience, Bud became a consultant for Eastman Kodak, Eddie Bauer, and other companies working in cold regions. Well before the Prudhoe Bay oilfield discovery, Bud's homestead was a hub for aircraft, seismic crews, and barge supply operations. The runway, electric power, radio communications, supply depot, and housing accommodations were a rare and welcome resource in the most scarcely populated region of America. Northern Transportation Company's barges overwintered there after

unloading Sinclair drilling equipment and supplies that came from Canada, since no routes were available from the lower 48. Geophysical companies used the runway to assemble remote exploration teams. The government used the homestead lake for water supplies for the NORAD air defense site tasked with keeping an eye on the Soviet Union. British Petroleum hired Bud as consultant during the early push into the Prudhoe Bay region, using the frozen ice of Lake Colleen as an airstrip before the permanent runways were built. As activity in the region shifted from hunting and fishing to oil field services, Bud's company, named "Colville" after the river, evolved from bush flying and guiding to industrial services. Today, the business continues as a family-owned enterprise run by one of Bud's sons.



Colville Holding LLC, Photo by Judy Patrick

Above: The airport facility provides integral fuel services to air traffic at the Deadhorse Airport.

Left: Mark and his father Bud, two generations of Helmericks.



Colville, now organized as a holding company, has grown into the parent of a diverse group of operations providing Arctic logistics services across the region, including the supply and delivery of fuel, airport ramp operations, solid waste utility service, industrial supply, a post office, a retail store, and residence camps. Clients include remote villages, regional corporations, government agencies, universities, large multi-national corporations, and the occasional adventure tourist.

Some specific activities are operating the farthest north service station on the US Highway system. The Colville Tesoro Station provides gasoline, diesel, and a warm cup of coffee to travelers at the terminus of the Dalton Highway, the only road through the Brooks Range to the Arctic Ocean and a route recently made famous by the TV series "Ice Road Truckers."

Colville also operates the airport refueling facility. Instead of drums on dog sleds carried to bush planes, now 10,000 gallon tankers deliver jet and aviation gasoline into state-of-art dispensing tanks and ramp fuel trucks. While the gallons of fuel and size of the airplanes many have changed, the welcome smile of the staff and warm bright oasis of the passenger lounge are traditions handed down from the days at the homestead.

Colville is also extensively involved in community service. It provides the premises and staff for the local post office, the voting stations, and organizes events like roadside cleanups and fun runs.

From its beginnings delivering fuel and supplies by bush plane to providing modern logistics services today, Colville's family of companies has supported the North Slope of Alaska for over half a century. It is a place where we are proud to both live, and work. It is also a place for national pride. We can all look forward to another half-century from a place that is providing good paying jobs, local opportunity, and energy independence combined with respect for and preservation of the environment on America's Last Frontier.

Colville Holding LLC, Photo by Judy Patrick



Colville Holding LLC, Photo by Judy Patrick



Top: Colville's bulk storage facility is located in the heart of Deadhorse.

Above: A Colville tanker delivers fuel to Prudhoe Bay via the famous Dalton Highway.



DAVIS CONSTRUCTORS & ENGINEERS, INC.

BACKGROUND & HISTORY

Davis Constructors & Engineers, Inc. was founded in 1976 as a full-service construction company, and since then has become one of Alaska's most experienced and trusted contractors. Throughout the ups and downs in Alaska's economy, Davis has been blessed to successfully navigate these

Below: The Covenant House in Anchorage.

Bottom: A sculpture for Arctic Slope Regional Corporation stands in front of the JL Tower in Anchorage.



Courtesy of Davis Constructors & Engineers. Photo by Ken Graham



Courtesy of Davis Constructors & Engineers. Photo by Ken Graham

times through diversification, flexibility, and most importantly, by holding to its core culture of treating others the way we would like to be treated. By focusing on hiring and maintaining excellent individuals with high integrity and by being privileged to work with great clients, Davis has completed more than 300 unique projects worth over \$2 billion, covering a full range of construction methods and materials. We have been one of *Alaska Business Monthly's* "Top 49ers" every year since 1993, which is only one of many achievements this company's award-winning team has accomplished.

DEVELOPMENT

We achieve success by working with our clients in an open, collaborative process, a process that is about the owner's vision, not ours. We partner with our clients, promoting an atmosphere of commitment, cooperation, and transparency because project success depends upon good communication from the first drawing to the final walk-through. Our success is underwritten by an excellent work ethic, ingenuity, and honesty, and it is facilitated by our state-of-the-art industry tools for construction.

The Davis legacy can be seen on the Alaska skyline. From the landmark ASRC, Centerpoint,

JL Tower and Centerpoint West developments; to the Linn Pacillo Parking Garage and Covenant House; to Providence Hospital, the Fairbanks Airport, and University of Alaska Fairbanks campus, our ability to finish projects ahead of schedule and on budget without compromising quality or safety are the reasons why we are an industry leader.

Recently, Davis has begun construction on many of the newest iconic structures in Anchorage: a 114,095 square-foot, eight-story office building on the corner of East Fireweed Lane and the Seward Highway; a 97,632 square-foot, four-story office building design/build at the corner of International and C Street; along with a 30,296 square-foot renovation of Alaska Neurology Center; the 40,957 square-foot Covenant House; and a \$158 million medical facility at Providence Alaska Medical Center—including the Generations Tower M, Ancillary, and Surgery projects. At the same time, Davis completed a long-term medical facility in Kodiak, a 23,000 square-foot addition to the Camp Denali Readiness Center on JBER, and two buildings at the University of Alaska Fairbanks.

COMMUNITY OUTREACH

A community leader in giving back, Davis Constructors contributes not only monetarily, but also devotes time and materials to various causes throughout Alaska. Davis encourages our employees to volunteer their time to help improve quality of life in Alaska and to give back to the community. Davis has many team members who volunteer to coach youth athletics, serve on non-profit boards, and donate time for such events as Habitat for Humanity, the Covenant House Sleepout, the Dave Thorsness Rowing Challenge, and industry training classes. The employees of Davis also sponsor families at Christmas through church organizations and The Salvation Army and provide gifts to all of the children of Safe Harbor.

Several years ago, Davis established a fund to endow money that would help to mitigate economic cycles. By providing an additional source of interest income, the fund maintains a level of monetary community outreach, even in "down" years. This fund is directed by our key employees, both past and present, who have worked for Davis in excess of 10 years. We are blessed to have a long list of these employees, and the committee meets each year to review community needs. We strive to accomplish some level of support for each community in which

we work and for each stage of life from childhood to the waning years. This has been our most rewarding impact and we truly look forward to it each year.

Another fundraiser in which Davis participates is the American Cancer Society's Relay for Life. Team Davis got involved in Relay for Life a few years ago, when cancer hit our company family hard. As a group, we decided to fight back. In 2008, our inaugural year, Team Davis won the national award for fundraising, and every year since then we have been the number-one fundraiser in Alaska. Since 2008, Team Davis has raised over \$867,806 during the Relay for Life.

THE FUTURE

"Constructing Alaska's Future" is our motto, and that is exactly what we will continue to do. Davis is dedicated to integrating sustainable design and innovative thinking into our work. The future of Davis is bright for years to come. This is in no small part due to the hands-on approach of Davis' leadership and our uncompromising adherence to our time-tested values and experience. We will continue to emphasize the importance of employee growth and integrity, creativity that leads to innovation, and a client-centered focus that accomplishes our projects.



Courtesy of Davis Constructors & Engineers



Courtesy of Davis Constructors & Engineers. Photo by Ken Graham



Top: Attending the Relay for Life are survivor Lynn Steeves and Team Davis member Annette Swanson.

Above: Providence Health Park.



OLGOONIK CORPORATION

Olgoonik (ooh-lu-goo-nik) is the Native-owned village corporation of Wainwright, Alaska. Since 1973, Olgoonik's purpose has been two-fold: gain financial success in order to create shareholder opportunity and nurture and protect its community and its Inupiat heritage. To meet its mission, the corporation developed a profitable family of government and commercial contracting companies with a remarkable record of safe, quality performance.

Olgoonik's international government-contract work is delivered through construction, logistics, and security business lines. Adding to these reputable operations is the company's growing, dynamic commercial ventures that have placed it at the forefront of a new age of Arctic development.

To meet Alaska's growing demand for local expertise, Olgoonik's commercial capabilities evolved to encompass oilfield exploration and production services; marine, air, and land logistics; civil engineering and construction; downhole tools and consulting; inspection and fuel system services; as well as management of marine science studies.

Courtesy of Olgoonik Corporation



Courtesy of Olgoonik Corporation



Wainwright, Alaska is home to Olgoonik Corporation.

Chukchi Sea commercial industry support operations are part of the services offered by Olgoonik Corporation.



North Slope plug and abandonment support operations performed by Olgoonik Corporation.

OLGOONIK CORPORATION AND COMMUNITY Wainwright is located along Chukchi Sea whale migratory routes and bordered by fertile tundra. Olgoonik owns approximately 175,000 acres of surface land surrounding Wainwright and serves more than 1,300 Alaska Native shareholders, almost half of whom live in this coastal village.

As they have for centuries, residents harvest from the Arctic what they need to feed and fuel their community and culture. However, Wainwright's close proximity to offshore oil and gas leases, in combination with diminishing sea ice, has opened new passageways for resource gathering.

Olgoonik supports its community's desire to hold strong to subsistence traditions while exploring ways to build a lasting economy. Creating jobs and enabling the balance of subsistence and development in Wainwright is central to the corporation's mission. Through careful planning and collaboration with all stakeholders,

Olgoonik believes a traditional way of life can be balanced with safe and responsible growth.

The corporation works with village leadership and its regional and international neighbors to promote sound resource development and enforce appropriate environmental protection policies. Olgoonik is well positioned to take a lead role in creating opportunities that are sensible, suitable, and safe for Wainwright, the Arctic, and Alaska's future.

Courtesy of Olgoonik Corporation



Courtesy of Olgoonik Corporation



Naluketaq blanket toss in Wainwright.



FLOWLINE ALASKA



Courtesy of Flowline Alaska. Photo by Judy Patrick

Flowline Alaska's philosophy is to provide the highest quality products and services to support companies developing the North Slope of Alaska.

Flowline Alaska was founded in 1982 by Richard N Schok Sr., initially providing steel pipe insulation services to the companies developing the North Slope oil fields. Over the past 33 years, Flowline has diversified as the industry has changed to add corrosion coatings, pipe spool fabrication, double joint welding and module/skid fabrication to their portfolio of services. Flowline Alaska is a privately held, family owned and operated company.

Today, Flowline has four production facilities encompassing over 62,000 square feet of enclosed production area. Their location is in the heart of Fairbanks on 42 acres of land offering substantial area for both material handling and short or long term material staging. Flowline maintains two dedicated rail spurs at our production site which is located adjacent to the northern most terminus of the Alaska Railroad. They have the ability to receive inbound materials from the barge to rail system in southern Alaska and also the ability to take delivery and ship materials via truck and/or air freight from their production facilities.



Courtesy of Flowline Alaska. Photo by Judy Patrick

Large pipe orders for pipeline projects are typically received on site via rail and shipped to their facility via truck. Their general location in interior Alaska allows for less restrictive transport of materials to the North Slope, allowing overall size of materials to be much larger when shipping from Fairbanks.

The consortium that owns Flowline recently acquired a structural fabrication facility in Fox, Alaska. The association with this sister business has provided a great new addition of turn-key solutions that Flowline can provide to clients.

Flowline Alaska is fully committed to the quality of its products and services. Flowline maintains a Quality Control laboratory that is the most comprehensive polyurethane insulation testing laboratory in Alaska. Through the application of data and findings from the Quality Assurance Lab, they have developed extensive quality control procedures and test methods for evaluation of polyurethane insulation and corrosion coatings. Flowline is continually researching new materials as well as application procedures and processes all while working with Owner Engineering companies and suppliers to develop and maintain the best quality possible.



PRUHS CONSTRUCTION COMPANY

In 1958, Don Pruhs founded Pruhs Construction Company. In the early days, the company focused on paving and commercial construction. Pruhs grew, and Don eventually retired, leaving his son Dana to take the reins. Today, services by Pruhs include: road and

highway construction, airport runway construction/repaving, bridges, underground utility projects, pump stations, pipelines, subdivision development, commercial facility site development, and commercial aggregate manufacture and supply.



Courtesy of Pruhs Construction Company



Courtesy of Pruhs Construction Company

Pruhs Construction Co. is a full-service heavy civil construction company providing services throughout Alaska. Many of these projects are at remote sites that require mobilization of our crushing and portable asphalt plants, along with numerous types of support equipment and, in some cases, camp facilities. Pruhs has a transportable lab facility that ensures compliance with client material specifications. Success on remote sites involves having a sound understanding of logistics and planning to ensure that employees, materials, and equipment are mobilized in a timely and efficient manner. Pruhs' projects have included locations such as: Ouzinkie, Kodiak, Dalton Highway, Cordova, Taylor Highway, and Prudhoe Bay. Our strategy is built on three elements:

- Professional, experienced personnel
- Safety and environmental programs, practices and commitment
- Superior equipment fleet, operation and maintenance

Pruhs Construction Co. owns, operates, and maintains over 300 pieces of varied construction equipment. Pruhs' equipment includes: dozers, graders, excavators, loaders, asphalt re-claimers, pavers, scrapers, rock trucks, and utility-laying

equipment, along with an extensive fleet of support vehicles.

As a lifelong Alaskan, Dana Pruhs has been involved in a number of public service roles. These include: Alaska Board of Game, Municipality of Anchorage Planning and Zoning Commission, and Anchorage Community Development Authority. Dana was appointed to the Alaska Industrial Development and Export Authority (AIDEA) on August 15, 2013 and elected Chair on October 1, 2013. In addition to serving on AIDEA, Dana currently serves on the Alaska Royalty Oil and Gas Development Advisory Board and the Associated General Contractors Board of Directors.

Pruhs Construction Company's successful foundation includes conducting operations in a safe and environmentally responsible manner, which is a core company value. This has direct bearing on our employees, customers, reputation, operational flexibility, and business success. Pruhs Construction employs up to 200 qualified people during the construction season. Over 65 percent of our management has been with Pruhs for over ten years. Our goal is to provide top-quality service and innovations to our clients to achieve value-added projects.



ALASKA NATIVE TRIBAL HEALTH CONSORTIUM

Our Vision: Alaska Native people are the healthiest people in the world

Our Mission: Providing the highest quality health services in partnership with our people and the Alaska Tribal Health System

The Alaska Native Tribal Health Consortium (ANTHC) is a unique organization with a passionate workforce and a bold vision: that Alaska Native people are the healthiest people in the world.

ANTHC is the nation's largest self-governing Tribal health organization and provides essential, life-changing, and culturally sensitive health services around Alaska. ANTHC staff members play a critical role in maintaining and improving the health of more than 150,000 Alaska Native and American Indian people in hundreds of communities across Alaska that embody Alaska Native culture, traditions, and lifestyles.

ANTHC staff has a personal connection to our work—the people we serve are our family members, friends, and neighbors.

Formed in 1997, ANTHC is managed and operated by its customers, who are represented by a Board of Directors comprised of 15 Alaska Native leaders from regions across Alaska. ANTHC has more than 2,500 employees in four divisions—the Alaska

Native Medical Center hospital, Environmental Health and Engineering, Community Health Services, and Business Support Services. Essential services include:

- Specialty medical care in one of the nation's most unique hospitals
- Environmental health and engineering services that bring clean water, sanitation, and energy solutions to rural Alaska
- Community health and prevention services at personal, regional, and statewide levels
- Innovative telemedicine and information technology solutions that improve access to care across Alaska and beyond
- Support services that help Alaska's Tribal health organizations maximize their resources

ALASKA NATIVE MEDICAL CENTER

The Alaska Native Medical Center (ANMC) offers acute, specialty, primary, and behavioral health medical services. Located in Anchorage, ANMC includes a state-of-the-art, 150-bed hospital facility. With highly qualified providers and advanced technology, ANMC offers outstanding medical care. As a tertiary care center, ANMC hospital also

Courtesy of ANTHC, photo by Kaiti Hauger



Courtesy of ANTHC, photo by Clark Meisner



Top: The Alaska Native Medical Center's Emergency Department was the first to achieve Level II Trauma Center designation in the state. Here, Dr. Patti Paris and Katherine Vogel care for a young trauma patient.

Above: Tribally owned and managed, the Alaska Native Medical Center Hospital provides a level of culturally appropriate care found nowhere else in Alaska. The building's architecture even reflects elements drawn from Alaska Native traditions and ways of life.

works in close partnership with Alaska's regional hospitals and rural clinics.

The Alaska Native Tribal Health Consortium and Southcentral Foundation jointly own and manage ANMC under the terms of Public Law 105-83. These parent organizations have established a Joint Operating Board to ensure unified operation of health services provided by the medical center.



ANMC hospital medical specialties include:

- Cardiology
- Ear, Nose, and Throat
- Emergency and Trauma Care
- General Surgery
- Intensive Care and Critical Care
- Internal Medicine
- Neurosurgery
- Orthopedics
- OB/GYN Services and Perinatology
- Oncology
- Ophthalmology
- Pediatrics
- Pediatric and Neonatal Intensive Care
- Urology

As a statewide referral center, ANMC provides the Care Coordination Center and Quyuana House to assist patients and their escorts from surrounding areas with housing, travel services, and Medicaid authorizations.

THE JOINT COMMISSION

The ANMC hospital is accredited by The Joint Commission, which signifies its strict adherence to the highest health care performance standards.

EXCELLENCE IN NURSING

ANMC has maintained its Magnet status since 2003 and remains Alaska's only Magnet hospital. Nationwide, only about 5 percent of hospitals achieve Magnet designation, considered

nursing's highest honor for quality care, nursing excellence, and innovations in professional nursing practices.

LEVEL II TRAUMA CENTER

ANMC was Alaska's first Level II Trauma Center, the highest level available in Alaska and a distinction its held since 1999. This designation verifies that ANMC has resources immediately available to treat traumatic injuries and reduce the likelihood of death or permanent disability.

LIVING THE VISION AWARD

In 2012, ANTHC received the prestigious American Hospital Association's Carolyn Boone Lewis Living the Vision Award for its efforts to improve the health of Alaska Native and American Indian people through its work, which goes beyond traditional hospital care.

CULTURALLY APPROPRIATE CARE

Tribally owned and managed, ANMC provides a level of culturally appropriate care found nowhere else in Alaska. ANMC offers patients and families a warm, healing environment.

The building's architecture reflects elements drawn from Alaska Native traditions and ways of life. ANMC displays a museum-quality Alaska Native art collection and Native dance groups and musicians occasionally perform in the hospital's distinctive lobby, known as the Gathering Place.

The ANMC hospital has maintained its Magnet status for nursing excellence since 2003 and remains Alaska's only Magnet hospital. Magnet is considered nursing's highest honor for quality care and innovations in professional nursing practices.



Courtesy of ANTHC, photo by Brian Adams



Courtesy of ANTHC, photo by Roberta Millure

ANTHC's Healthy Alaska Native Foundation (HANF) sponsors initiatives and events that provide better health to Alaska Native people around the state.

HANF led a Dr. Seuss birthday party for families receiving services and care at the Alaska Native Medical Center.



ANTHC's staff provides training for Community Health Aides/Practitioners, Behavioral Health Aides, and Dental Health Aides who provide vital health services in remote Alaska communities.

ENVIRONMENTAL HEALTH AND ENGINEERING

Alaska is a large state with diverse and challenging landscapes. Some rural communities still don't have the clean water, sanitation, and health care infrastructure that most Americans take for granted. This reality can create long-term, wide-ranging public and environmental health issues. ANTHC's Environmental Health and Engineering group works to make sure increasingly more Alaskans have access to safe and sustainable drinking water, waste disposal facilities, and health care services no matter where they live.

The group works with Tribal governments, Tribal health organizations and municipalities across Alaska, as well as state and federal agencies to design and build safe water and wastewater-disposal facilities.

Other services include: assisting and training operators and managers of water and sewer systems; providing technical assistance on construction, maintenance, and renovation of facilities; conducting environmental health consultations; and offering support services for Tribal utilities.

FACILITY CONSTRUCTION AND ENGINEERING

ANTHC plans, designs, and constructs public health infrastructure throughout Alaska. Our world-class engineering, project management, and construction programs provide safe water and sanitary waste-disposal facilities, roads, clinics, and other health facilities for rural Alaska Native communities. ANTHC also provides technical assistance to Tribal health organizations for the maintenance and repair of regional hospitals and clinics, and for the planning, design, and construction of new facilities.

ENVIRONMENTAL HEALTH
ANTHC's advanced environmental health technical and consultative services focus on infectious disease control, program planning and review, research and development, and enhancement of statewide public health infrastructure.



Courtesy of ANTHC, photo by Kraig Haver

ENERGY EFFICIENCY

Alaska has some of the nation's highest energy costs and uses more energy per person than any other state. ANTHC's energy work brings solutions and savings to communities and residents. Teams travel the state conducting energy audits in facilities and homes to identify projects that would benefit from energy efficiency upgrades. This work helps save communities millions of dollars each year and keeps essential health public infrastructure operating.

TRIBAL UTILITY SUPPORT

ANTHC programs provide technical support to water, wastewater, and solid-waste system operators, as well as project support for sanitation-facility construction. Utility Operations offers billing and collections, expedites supplies, and manages contract operations through the Alaska Rural Utility Collaborative. These support services reduce local employee turnover, protect public health, and increase collection of user fees.



Courtesy of ANTHC, photo by Christine DeCourney

To support cancer patients and health care providers, ANTHC's Cancer Program published the Traditional Food Guide for Alaska Native Cancer Survivors.



COMMUNITY HEALTH SERVICES

ANTHC's Community Health Services staff works to elevate the health status of Alaska Native people and communities while monitoring and improving Alaska Native health through research, provider training, clinical care, and prevention efforts. The staff works with partners in the Alaska Tribal Health System and beyond, with a strong focus on wellness through prevention programs and health education, as well as the study of trends and the development of solutions for priority health problems.

WELLNESS AND PREVENTION

ANTHC's Wellness and Prevention teams work to help people avoid getting sick in the first place. The group partners with community health workers, residents and volunteers to offer a multidisciplinary, holistic approach to health that considers mind, body, and spirit. This work aims to integrate a culture of wellness into Alaska Native communities. Some of the Wellness and Prevention focuses include: injury prevention, cancer control, traditional foods and nutrition, tobacco prevention and control, food distribution, worksite wellness, and more.

ALASKA NATIVE

EPIDEMIOLOGY CENTER

The EpiCenter contributes to the wellness of Alaska Native people by monitoring and reporting on health data, providing technical assistance, offering surveillance on a number of health issues, and supporting initiatives that promote health and disease prevention.

TRAINING

Providing access to care is challenging in a state as large as Alaska. ANTHC's Community Health Services staff provides training for health care providers who live in rural Alaska communities.

■ **Community Health Aide/Practitioners (CHA/Ps):** A network of about 550 CHA/Ps provides care in more than 170 rural Alaska communities. CHA/Ps are part of an established referral relationship that includes mid-level providers, physicians, regional hospitals, and the Alaska Native Medical Center.

■ **Dental Health Aide Therapists (DHAT):** ANTHC partnered with the Federal Community Health Aide Program Certification Board and the University of Washington to create the DHAT program, which improves the number of dental providers and level of dental services available to Alaska Native people in rural communities.

■ **Behavioral Health Aides:** ANTHC's Behavioral Health Aide Program promotes behavioral health and wellness in Alaska Native people by training village-based counselors.

ANTHC's Environmental Health and Engineering group provides access to safe and sustainable drinking water, waste disposal facilities, and health care services for Alaska Native people and communities across Alaska.



Courtesy of ANTHC, photo by Clark Meshler



Courtesy of ANTHC

After 15 years of bringing clean water to Alaska communities, ANTHC's Alaska Rural Utility Collaborative (ARUC) partners with communities to manage, operate, and maintain the rural water and sewer systems so that this critical infrastructure can stay healthy, too.



COMMUNITY ENVIRONMENT AND SAFETY

The Community Environment and Safety team works with the Alaska Tribal Health System, local and regional governments, and public and private organizations to understand changes occurring in Alaska communities and develop strategies that encourage wellness, resilience, and sustainability. Some of the group's programs include: Center for Climate and Health, Emergency Preparedness, Health Impact Assessment, and Healthy Village Environment. The group also provides epidemic and disaster preparedness training to rural health clinics.

CLINICAL AND RESEARCH SERVICES

ANTHC's Clinical Research Services program offers high quality cancer, hepatitis, HIV/AIDS, and immunization services around Alaska.

Cancer is the leading cause of death for Alaska Native people. In 2003, ANTHC established the Comprehensive Cancer Control Program to address the burden of cancer in Alaska Native people. The program collaborates with internal and external partners to provide services in: prevention, screening and early detection, diagnosis, treatment, survivorship, and palliative care.



Courtesy of ANTHC

ANTHC's Immunization Program works to coordinate immunization programs, educate Tribal staff on immunization recommendations and vaccine-preventable diseases, and advocate with outside agencies for the needs of Tribal programs. Their goal is to eliminate disparities in vaccine-preventable diseases in Alaska Natives through immunization.

ANTHC's researchers are world leaders in the study of causes and treatment of hepatitis. Community Health Services staff research the history, prevention, and treatment of the disease, as well as the effectiveness of vaccines. They also work with patients to improve awareness of hepatitis and liver disease, and consult with providers to assist in its prevention and management.

ANTHC provides HIV/AIDS patient services, case management, and counseling for Alaska Natives and American Indians statewide. Additionally, the HIV/AIDS Prevention Program focuses on HIV prevention education and outreach services, provider trainings, rural community consultations, and more.

BUSINESS SUPPORT SERVICES
ANTHC's Business Support Services staff supports fellow staff and partners in the Alaska Tribal Health System, allowing them to maximize their resources and be most effective and efficient in their work.

ANTHC staff joins Kaltag community members and health aides to celebrate the opening of the area's new health clinic, which was constructed by ANTHC.



TELEMEDICINE/AFHCAN
ANTHC is a world leader in developing telehealth systems, applications, and solutions that connect people to better care, despite long distances.

ANTHC's award-winning AFHCAN (Alaska Federal Health Care Access Network) program is a global leader in telemedicine. AFHCAN allows providers to collect and send data over great distances to other providers for review and consultation. AFHCAN's store-and-forward system is used in rural communities around the world, and even in outer space.

ANTHC's Health Information & Technology teams serve as the National Telehealth Technology Assessment Resource Center; provide clinical engineering and biomedical services to more than 100 locations around Alaska; offer data management, analytics, networking and programming services, as well as clinical informatics and applications to improve quality of patient care, and more.

REGIONAL SUPPLY SERVICE CENTER (RSSC)
ANTHC's RSSC provides purchasing, supply and shipping services to partners across the Alaska Tribal Health System. This cost-effective, reliable supply system helps ensure that health care providers across

Alaska have the medical supplies they need, from equipment to pharmaceuticals and more.

SUPPORTING FUTURE ALASKA NATIVE HEALTH SYSTEM LEADERS
For ANTHC to reach its vision that Alaska Native people are the healthiest people in the world, the Alaska Tribal Health System must also be healthy and sustainable. ANTHC strengthens our Alaska Native workforce and develops future Alaska Tribal Health System leaders by offering and coordinating scholarships, internships, externships, apprenticeships, and more.

PROFESSIONAL RECRUITING
To provide better care and support Tribal health partners, ANTHC provides recruitment and referral services to bring health care professionals to Alaska's Tribally managed hospitals and clinics.

HEALTHY ALASKA NATIVES FOUNDATION (HANF)
ANTHC's charitable arm raises awareness and funding to further the Consortium's vision. HANF focuses on three areas: improving medical care access and services for Alaska Native people across the state, fueling wellness and prevention programs that promote healthy lifestyles, and creating healthy village environments.

Children play in the community of Goodnews Bay.



Courtesy of ANTHC, photo by Kraig Haver



Courtesy of ANTHC, photo by Michael Dimneen

ANTHC provides care and services that fuel its vision that Alaska Native people are the healthiest people in the world.



NORTON SOUND HEALTH CORPORATION



Courtesy of Norton Sound Health Corporation. Photo by Ken Graham



Courtesy of Norton Sound Health Corporation

Top: The new NSHC Quyanna Care Center opened its doors in 2013, shortly after the Norton Sound Regional Hospital's opening.

Above: Pictured is the NSHC Board of Directors in 1975, the year NSHC became the first Native health corporation to become independent of AFN and contract directly with the Indian Health Service.

The Norton Sound region has about 9,400 residents, most of whom are Alaska Native and fall into one of three distinct linguistic and cultural groups: Inupiaq, Central Yupik, and Siberian Yupik. Norton Sound Health Corporation is the only health care provider and the largest employer in the region. Therefore, the organization plays a large role in advocating for its communities' well being.

BACKGROUND AND HISTORY

In 1969, the Alaska Federation of Natives sought a demonstration project to give Alaska Natives greater power in health care decisions. Norton Sound was selected for development of a model for community-based health care services as an alternative to regional, hospital-based care.

Norton Sound Health Corporation was incorporated November 27, 1970. The first board had just three directors: William Takak of Shaktoolik, president; Winfred James of Gambell, treasurer; and Dorothy Isabell of Teller, secretary.

That first NSHC Board of Directors faced a formidable task: bring health care services to a remote area with limited resources. At the time, northwest Alaskans had little access to health care, and getting medical treatment often meant traveling long distances to regional hospitals. One of the first initiatives NSHC launched was the health aide program, established in 1971. Health aides continue to be the backbone of the NSHC organization. However, after more than 40 years, today's NSHC services have expanded to include



clinic travel clerks, village-based counselors, patient-benefit coordinators, dental-health therapists, and nurse practitioners in all the villages served.

At its first meeting in November 1970, the NSHC Board of Directors established its highest goal: provide a "comprehensive and quality inpatient facility in Nome." That year, with a budget of \$143,000, NSHC opened its first office in the basement of Maynard-McDougall Memorial Hospital in Nome. Six years later, NSHC purchased the hospital; and in 1978, Norton Sound Regional Hospital opened in Nome. It was quickly followed by Unalakleet's sub-regional health clinic, staffed by a physician assistant and community health aides serving four villages.

In 1975, NSHC became the first Native health corporation to become independent of AFN and to contract directly with the Indian Health Service. The following year, the board assumed responsibility for regional environmental health services through assignment of a federal Public Health Service sanitarian.

In 1994, NSHC became one of the original co-signers of the Alaska Tribal Health Compact. The Compact allowed NSHC, on behalf of its member tribes, to enter into a government-to-government relationship with the United States. Since then, NSHC has participated each year with other co-signers and the IHS in the negotiation of annual funding agreements and amendments to the Alaska Tribal Health Compact.



Courtesy of Norton Sound Health Corporation. Photo by Esther Pederson

NSHC provides a full spectrum of dental services, from preventative to emergency care.

Courtesy of Norton Sound Health Corporation. Photo by Reba Lean



Part of NSHC's Vision: We educate patients to be proactive in caring for themselves and promoting wellness.



NSHC radiology technician James Wade is honored as an Employee of the Year during a Board of Directors meeting.



Courtesy of Norton Sound Health Corporation. Photo by Reba Lein

AREAS OF DEVELOPMENT

Over the years, NSHC's board focused on expanding patient care in the Bering Strait region of Alaska, adding basic services in villages throughout the Norton Sound area. There are clinics in Brevig Mission, Elim, Gambell, Golovin, Koyuk, Little Diomed, St. Michael, Savoonga, Shaktoolik, Shishmaref, Stebbins, Teller, Unalakleet, Wales, and White Mountain. In 1983, NSHC constructed the first tribal nursing home in Alaska, which was only one of 14 nationwide.

The board also focused on adding specialty clinics in Nome. Areas of specialty care include the Infant Learning Program, Rainbow Services for patients with developmental disabilities, the Injury Prevention Program, WIC, the "Waiting Place" home for expectant mothers, and the Chronic Care Active Management and Prevention Program (CAMP), established to focus on lifestyle changes including diabetes prevention and smoking cessation. The board's hard work has resulted in milestones such as the purchase and installation of a CT scanner

and cancer treatment chair, both of which have reduced the need for NSHC patients to travel to Anchorage for treatment.

In October 2008, NSHC opened The Patient Hostel, a 38-bed facility that offers patients a quiet, comfortable place to stay while receiving treatment in Nome. In its first year of operation, more than 1,400 patients lodged at The Patient Hostel.



Courtesy of Norton Sound Health Corporation. Photo by Ashley Westbrook

Supervisor instructor trainer Rita Buck and health aide Channa Koozaata train at Gambell, Alaska's Bessie Kaningok Clinic in June 2015.



NEW HOSPITAL

In 2006, after over 20 years of painstaking process and taking necessary steps to have the Norton Sound Regional Hospital eligible for replacement under the IHS Health Facilities Construction Program, Congress finally authorized the Secretary of Health and Human Services to build a new hospital on land owned in fee by NSHC. In 2008, NSHC entered into a Construction Project Agreement with the IHS for the new Norton Sound Regional Hospital in Nome. Under the agreement, the IHS was responsible for construction and completion of the new facility, while NSHC was responsible for construction project support, procurement, and installation of building systems, fixtures, furniture and equipment, artwork, and personnel training. The Denali Commission contributed \$15 million dollars to the new hospital's funding.

The state of Alaska funded construction for a replacement nursing home, expanding the number of resident rooms from 15 to 18.



Courtesy of Norton Sound Health Corporation. Photo by Monica Watchman

Above: Voted one of the 2013 Top 20 Most Beautiful Hospitals in the U.S., Norton Sound Regional Hospital is located in Nome, Alaska, the hub community of the Bering Strait.



Courtesy of Norton Sound Health Corporation. Photo by Ken Graham

Left: As patients age, staying connected to their culture is as important as first-class health care and living assistance. Quyanna Care Center offers long-term care to 18 elders from the Bering Strait Region, allowing them to live close to home, while ensuring high quality medical and personal care.



NSHC's Core Values are: Integrity, Cultural Sensitivity and Respect for Traditional Values, Always Learning and Improving, Compassion, Teamwork, and Pride.

THE FUTURE

Over the next few years, NSHC will work to upgrade, renovate, and build clinics around the region. Four communities are in need of new facilities, and construction is expected to begin on Saint Lawrence Island clinics in the summer of 2016, depending on funding. Both Savoonga and Gambell locations are shovel-ready with site and foundation work completed. Both communities await a 5,200-square-foot clinic, which will increase the number of exam rooms from three to six and include both the Village Based Counselors and Dental Health Aide Therapists, to offer an integrative approach to the delivery of care. There is also a project underway to build housing for NSHC employees in St. Michael.

continuum of substance abuse treatment and care, which includes:

- The Sobering Center, an immediate response facility to lessen the strain on the local prison and hospital emergency department by assuming the care of clients who are incapacitated by alcohol,
- Seamless access to treatment from the Sobering Center to Outpatient Service,
- Intensive Outpatient Program services,
- Day Treatment, a 12-hour-per-day/seven-days-per-week, clinically focused treatment program with Sober Housing available for those clients who require treatment and/or who are from the surrounding villages.



Courtesy of Norton Sound Health Corporation. Photo by Reba Lean

NSHC is working toward a solution for patients in need of a higher level of substance abuse treatment than the region can currently provide. Currently, clients of NSHC's Behavioral Health Services are required to leave their homes, communities, and families for varying periods of time to receive substance abuse treatment. However, Norton Sound Health Corporation has started the final design phase on a two-story Wellness and Training facility to include "Liitfik," a planned



John Salmon, PA-C; Shana Theobald, MD; and Karen O'Neill, MD are pictured in the Primary Care Clinic.



Below: NSHC provides service to 15 regional villages.

Bottom: Part of NSHC's Vision: We ensure all patients receive quality and respectful health care.

The NSHC Board of Directors has funded the first phase of the design for a building that will not only house the Wellness Center, but also the Health Aide Training Program and other training programs at NSHC. NSHC has established a Cultural Committee that meets regularly to plan for the new facility and to look for funding sources.

NSHC is also working toward its Patient Centered Medical Home initiative. The objective is to bring care to the patients and to be proactive rather than reactive when it comes to their health.



Courtesy of Norton Sound Health Corporation



Courtesy of Norton Sound Health Corporation. Photo by Esther Pederson



ALEUTIAN PRIBILOF ISLAND ASSOCIATION, INC.



Courtesy of Aleutian Pribilof Islands Association

Sunset from the whaling station at Akutan.

In 1976, the Aleutian Pribilof Islands Association, Inc. (APIA) became a Native non-profit organization in Alaska governed by a 13-member board of directors appointed by their respective Tribal organizations. The current board chairman is Mark Snigaroff of Atka IRA Council. The Board selected Dimitri Philemonof as its President/CEO in 1984. Mr. Philemonof is from St. George Island, Alaska and has worked for APIA since 1978.

Under the guidance of the board and leadership of its President/CEO, APIA accomplished several milestones: passage of Docket 369 (a restoration of treaty rights and award of judgment funds from the US government); passage of the Aleutian Pribilof Islands Reparations Act; formation of two bingo establishments; publication of two Aleut art books; publication of the award-winning book, "Qaqamiigux Traditional Foods & Recipes," by Sue Unger;

production of "Aleut Evacuation: The Untold War Story" documentary (receiving a 1993 Emmy nomination and a 1994 Bronze Telly Award); re-establishment of communications with the Aleuts on Commander Island; and construction of *Unangam Ulaa* (Home of the Aleuts) as the Gateway to the Aleutians. The *Unangam Ulaa* is the first of its kind for our people to have a central gathering place of their own.



The mission of APIA is to promote self-sufficiency and independence of the Aleut people (*Unangan/Unangas*) by advocacy, training, technical assistance, and economic enhancement; to assist in meeting the health, safety and well-being of each Aleut community; to promote, strengthen, and ensure the unity of the Aleut people; and to strengthen and preserve the Aleut cultural heritage.

APIA provides health, education, social, behavioral health, employment and vocational training, public safety, environmental, and cultural heritage services through the following departments:

■ **Community Services Department** administers a variety of community-based services through the following programs: Energy Conservation, Traditional Food Protection and Promotion, Environmental Health, Economic Development, Public Safety, Family Violence Services, Housing Improvement, and Tribal Operations. The Department focuses heavily on: the Regional Energy Plan study exploring reduction of energy costs; Traditional Foods study on how they play an important role in health promotion and diabetes prevention; a Comprehensive Environmental Program designed

to monitor subsistence foods for contaminants; and to improve the Environmental Health of our communities.

■ **Cultural Heritage Department** conducts an annual culture camp, administers a region-wide *Unangam tunuu* (Aleut language) preservation project, and manages the Aleut Heritage Library and Archive. The Capture the Culture Gala fundraiser is held annually to support the department's programs. Cultural information is also integrated throughout all of APIA's programs and services.

■ **Health Department** administers services to promote health and wellness in the communities of Atka, Nikolski, St. George, and Unalaska through our Primary Health Care Services and Community Health Services Divisions. Priority initiatives are to focus on the healing process for surviving Unangax traumatized by wartime events. The Regional Substance Abuse Summit is held to unite the Aleut to develop culturally responsive and effective means to address prevention, intervention, and post-prevention.

■ **Human Services Department** provides services of employment, family/individual development, child welfare, and education through the three department divisions of Employment, Training & Related Services, Head Start and Family Services. The current key goal of the

department is to use limited resources innovatively to provide services to our people to promote self-sufficiency and healthy children/families now and into the future, as well as identify gaps in services and secure funding to fill such gaps.

Courtesy of Aleutian Pribilof Islands Association. Photo by Barbara Lestienhof



Courtesy of Aleutian Pribilof Islands Association



Top: Waves crash into East Landing on St. Paul Island.

Above: Sand Point Boat Harbor.



THE ALEUTIAN PRIBILOF ISLANDS REGION

The Aleutian Pribilof Islands Region is often called the “birthplace of the winds.”

The dynamic 1,050 mile long archipelago is a treeless, windswept land of steep, high volcanoes, flower-strewn alpine meadows, and wide beaches home to harbor seals, sea lions, sea otters, and fur seals.

The regional communities are reachable only by boat or plane.

Below: Map of the Aleutian Island chain.

Bottom: Lucy Kenezuroff, a Belkofski King Cove elder, helps to preserve Aleut heritage by showing the younger generation how to weave baskets.



APIA services ten regional communities with 13 regional Tribes which are: Akutan Tribal Council, Atka IRA Council, Agdaagux Tribal Council of King Cove, Belkofski Tribal Council in King Cove, False Pass Tribal Council, Nelson Lagoon Tribal Council, Nikolski IRA Council, Qagan Tayagungin Tribe of Sand Point, Pauloff Harbor Tribe in Sand Point, Unga Tribal Council in Sand Point, Qawalangin Tribal Council of Unalaska, St. George Traditional Council, and the Tribal Government of St. Paul Island.

Nikolski is reputed by some to be the oldest continuously occupied community in the world. Archaeological evidence from Ananiuliak Island, on the north side of Nikolski Bay, dates as far back as 8,500 years ago. People were living in Nikolski before the pyramids were built, the Mayan calendar was invented, or the Chinese language was written.

The Aleut people have lived a maritime lifestyle for thousands of years. In the 20th century, a transition occurred from subsistence hunting, fishing, and gathering in the Bering Sea and Pacific Ocean to commercial fishing, small business operation, Tribal management, health care, education, and many other job sectors. Tourism is a growing economy in the region. People come from far and wide to view

more than 210 species of nesting sea birds and visit the fur seal rookeries on St. Paul and St. George, to hunt big game on Nikolski and Atka, to fish in the pristine ocean waters; and to enjoy the majestic landscape. Cultural traditions remain tied to the sea and the land for traditional food, practices, and inspiration.

The Aleut are world-renowned for their basketry. It is outstanding in quality and fineness of texture; versatility of technique and form; and balanced, harmonious ornamentation. Aleut hunting hats, as well as short functional visors, are justly famous for their intricate painted ornamentation. The elaborate closed-crowned helmet serves as a symbol of Aleut identity.

In addition to these unique forms of art, other customs and traditional knowledge are shared during community gatherings, including dance, kayak building, traditional foods, carving, and skin and gut sewing. Throughout the Aleutian Pribilof Islands Region, seven culture camps occur annually where camaraderie and cultural traditions are shared. The Urban Unangax Culture camp began in 2008 and continues today with 170 participants each year.



WORLD WAR II IMPACT

World War II had devastating impacts on the land and people from this beautiful, geographically and physically remote area of Alaska. Yet, it is one of the least known chapters of American history. President Franklin Roosevelt signed Executive Order 9066 on February 19, 1942 that delegated authority to evacuate Aleuts from the Aleutian and Pribilof Islands. Aleuts endured the evacuation from 1942 to 1945. This was allegedly done for the safety of the Aleuts, but in fact, their treatment lacked even basic attention to health and safety matters.

Consequently, 10 percent of the Aleuts who were evacuated from Atka, Akutan, Biorka, Kashega, Nikolski, Makushin, St. Paul, St. George, and Unalaska perished in the relocation camps. When people were allowed to return to their home villages, many found that their homes were destroyed and vandalized, their possessions taken, and their churches stripped of religious icons.

Seventy years ago, during World War II, the residents of Attu were taken prisoner by the Japanese army and taken by boat to Hokkaido Island, where they were held until the war was over. Almost half of them died. Those who survived were never allowed to return to their village; most of them were resettled at Atka, and others sent to hospitals or schools far from the Aleutians.

WORLD WAR II DESTROYED A REGIONAL HOSPITAL AND HEALTH CLINIC

In the long history of our United States of America, the only health facility focused on healthcare for Alaskan Natives on United States soil was destroyed by a foreign nation, leaving a community without adequate access to local healthcare. On June 4, 1942, the Japanese destroyed the 24-bed hospital in Unalaska, which was then operated by the Bureau of Indian Affairs (BIA). Ten days later, on June 14, 1942, and 350 miles to the east, the residents of Atka Island were forcibly evacuated from the island, and the United States Navy burned everything on the island to the ground, including its health clinic, to prevent its use by the Japanese.

Courtesy of Aleutian Pribilof Islands Association

Courtesy of Aleutian Pribilof Islands Association



Top: In World War II, the village of Atka was set on fire by the U.S. Navy to keep the Japanese invaders from using the area.

Above: In June of 1942, just six months after Pearl Harbor, the Japanese attacked a US Naval base in Dutch Harbor. Pictured is the bombing of Unalaska, which is located in Dutch Harbor.



Thick-billed murre lay eggs on Southwest Point Ridgewall on St. Paul Island.



Courtesy of Aleutian Pribilof Islands Association. Photo by Barbara Lestlenko

The Qawalangin Tribe of Unalaska, Atka IRA Council, and Aleutian Pribilof Islands Association (APIA) are unified with all the Aleutian Pribilof Islands Tribal governments from the region. They have the full support from the Alaska Federation of Natives and National Congress of American Indians to see that these historic wrongs in Unalaska and Atka are made right. This alliance is seeking to amend the Restitution Act (1988, 1994) to fund reconstruction of these health facilities, as well as to pursue dialogue and engagement with the Japanese government to share in this responsibility.

The Aleutian Pribilof Islands Regional Tribal communities are the most remote within the State

of Alaska. These communities have borne the emotional, financial, and health-related costs related to lack of access to care for over 70 years.

PRIBILOF ISLANDS ALEUTS UNDER GOVERNMENT CONTROL

To a greater extent than elsewhere in the region (or anywhere in Alaska), the lives of the Aleuts of St. George and St. Paul were dictated by the profit motives of those who controlled the fur seal harvest. During the American period, the federal government regulated most aspects of Aleut lives: marriages, movement to and from the islands, employment, and administration of justice. Aleuts became wards of the government.

Commercial fur seal harvesting, first for Russians and later for Americans (as an enterprise run by the federal government), served as the economic backbone of the islands until it ended in 1984.

Unangam Tunuu— OUR LANGUAGE

The traditional name of the people inhabiting the Aleutian Pribilof Islands Region is *Unangax* (oo-nahng-ah-q) (singular, both dialects) or *Unangan/Unangas* (plural, Eastern and Atka dialects respectively), and *Unangam* (of the Aleut culture or people) meaning “the people of the sea or seafarers.” The language is *Unangam tunuu* (oo-nahng-ahm too-noo), which is now spoken

almost exclusively by elders and is on the verge of extinction. In the late 19th century, *Unangam tunuu* was a thriving written and verbal language. At the turn of the 20th century, however, American educators verbally reprimanded students for speaking their language.

World War II brought further devastation to the culture and language when the United States government evacuated residents to internment camps in Southeast Alaska. This traumatic experience is linked to accelerating the decline of *Unangam tunuu* and cultural traditions.



Courtesy of Aleutian Pribilof Islands Association. Photo by Barbara Lestlenko

A brown harbor seal considers a leap into the rushing waters on Southwest Point in St. Paul Island.



The bog candle, also known as the tall white bog orchid, blooms on Atka Island.



Courtesy of Aleutian Pribilof Islands Association. Photo by Lorraine Loyd

Some of the people were so anguished as a result of the internment that speaking the language or about the experience was emotionally difficult.

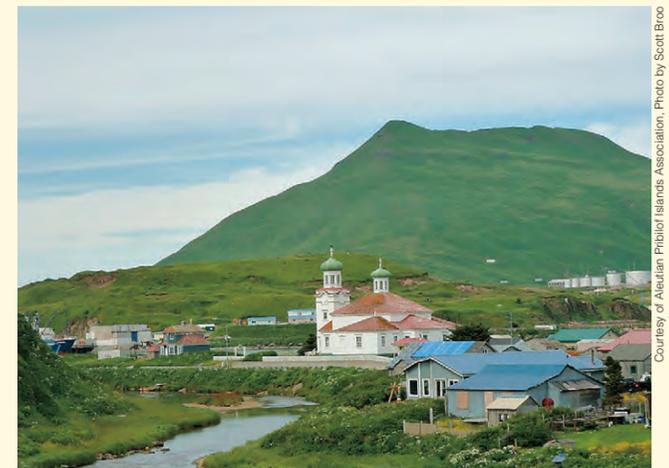
The Russian Orthodox Church of the Holy Ascension in Unalaska. The founding priest, Ivan Veniaminov, composed the first *Unangam* writing system with local assistance, and translated scripture into *Unangam tunuu*. Since the *Unangan/Unangas* were not forced to give up their language or culture by the Russian Orthodox priests, the church remained strong in the community. The Holy Ascension of Christ is the oldest Russian Orthodox cruciform-style church in North America, and is currently undergoing restoration.

The *Unangan/Unangas* and their language have played a vital role in shaping Alaska's history. Interestingly, the origin of the name of our great state is derived from *Unangam tunuu: Alaxsxa* or *Alaxsxiq*, meaning “The Mainland.” A commonly applied definition, “The Great Land,” is a misguided interpretation. The Russians, in their difficulty articulating the complex language, pronounced the *Unangax* word “Alyaska,” which was later borrowed by Americans and became Alaska.

By the early 1970s, the Attu dialect was extinct and only 800 speakers of the Eastern and Atkan dialect remained. Now, less than 100 people speak *Unangam tunuu*, many of whom are over the age of 70. This is a disturbing illustration of how quickly a language can diminish!

Today, a group of innovative and motivated *Unangan/Unangas*, in an effort to learn and thereby save their language, is taking a grassroots approach to language revitalization. With such a small number of remaining speakers, there is a sense of urgency to support this group as they develop techniques and strategies for learning and teaching the complicated language. *Unangam tunuu* is a beautiful and unique language that must be perpetuated.

The Unangax people continue to show their strength and resilience in the face of adversity, passion for their culture and beliefs, and desire for a full and enriched future. Under the steadfast leadership of the board of directors the Aleutian Pribilof Islands Association continues to advocate for this great region.



Courtesy of Aleutian Pribilof Islands Association. Photo by Scott Broo

Holy Ascension of our Lord Cathedral Russian Orthodox Church of Unalaska, Alaska.



IĪISAĖVIK COLLEGE



Courtesy of IĪisaĖvik College Marketing Department

A two-year community college, IĪisaĖvik offers associate degree programs, workforce development certificate programs and classes, GED and ESL classes, vocational and technical education, and classes in IĪupiat culture, arts, and language. The college also offers non-credit community programming through its Cooperative Extension office. Additionally, the college has many youth outreach programs for youth from pre-K to the 12th grade.

Our mission is to provide quality post-secondary academic, vocational, and technical education in a learning environment that perpetuates and strengthens IĪupiat culture, language, values, and traditions. We are dedicated to providing well-educated and trained individuals who meet the human resource needs of North Slope employers and the state of Alaska.

The college's facility is located in Barrow, Alaska, which is the seat of the North Slope Borough (NSB). The NSB consists of 8 remote villages (including Barrow) located over about 88,000 square miles of arctic tundra with no road links between communities.

Proud graduates line the halls to greet family and friends.



With local oil production and increasing development, there are many jobs available in our region. However, the majority of skilled workers hired to fill these positions are not local. Workers are imported from other areas of the state and from the continental US to fill the jobs that are available. IĪisaĖvik College exists to provide academic and vocational education to local residents, both on-site in their home communities and via distance education, which enables them to

gain employment. Though our target population is residents of the North Slope Borough, IĪisaĖvik College provides educational opportunities to all who wish to pursue their post-secondary education, and offers open enrollment to any who would apply. At IĪisaĖvik, students can work towards the degree or certificate of their choice, including 12 two-year Associate's Degrees, 19 Certificates, and 11 Endorsements in vocational,

academic, and workforce development fields. Programs of study include Liberal Arts, Accounting, Allied Health, Associated Construction Trades, Business Management, Emergency Services, Heavy Truck and Equipment Operations, Information Technology, IĪupiat Studies, Indigenous Early Learning, and Office Administration. The College also offers Adult Basic Education (including ESL) and GED services.

IĪisaĖvik Students participate in a community-wide spring parade each year in Barrow.



Courtesy of IĪisaĖvik College Marketing Department



Courtesy of Iñisagvik College Marketing Department

Two well-decorated graduates are all smiles on their special day.

Enrollment at Iñisagvik is usually between 600-700 students per semester. About 50 percent of these take academic courses for credit, and 50 percent take industry-specific trainings for continuing education units or certification through our Workforce Development program. Sixty-one percent of students are Alaskan Native or American Indian. The majority of Iñisagvik College students are non-traditional: 70 percent are over the age of 25 and many work full time while also taking care of growing families. To accommodate students' busy schedules, most of our classes are offered at night. Additionally, nearly every academic course at Iñisagvik is offered in a flexible format: instructors allow attendance via teleconference, and many courses feature a strong online component.

Iñisagvik believes that learning is a continuing, life-long process. The intent of its founders was to provide an education based on the Iñupiat cultural heritage. The basis for all Iñisagvik's educational programs is the rich foundation of a subsistence culture in harmony with the land and sea that give it sustenance. Iñisagvik College weaves Iñupiat values into all its activities because it believes these values make its students and educational community stronger, more cohesive and more successful. Being true to the core values of the culture it predominantly serves helps to make Iñisagvik a valued and contributing member of that culture. By helping to strengthen the language and traditions of the Iñupiat, Iñisagvik fulfills its role as a distinctly indigenous institution that aims to enhance the local culture, while helping its students gain a foothold in the economy of the 21st century. Iñisagvik's goal is to create successful graduates who can incorporate their traditional values into modern life and, in doing so, enhances both.



Courtesy of Iñisagvik College Marketing Department



Cold Water Safety training participants bam it up on the sea ice.



CENTRAL PENINSULA HOSPITAL

OUR HISTORY

Central Peninsula Hospital began as a community-initiated hospital in the mid 1960s. At the time, the central Kenai Peninsula was home to only two full-time physicians—Dr. Paul Isaak and Dr. Elmer Gaede. Both were private pilots, and when their patients needed hospital care, both doctors would transport them in their own airplanes over the mountains to Seward where there was a small hospital.

Prior to the arrival of Dr. Isaak and Dr. Gaede, oil and gas was discovered in the Cook Inlet during the 1950s. The discoveries resulted in increased exploration and the construction of a refinery, a liquefied natural-gas export plant, and a fertilizer plant. All of this activity caused local populations to swell and increased demand for higher levels of medical care.

In 1964, a community meeting was held at Soldotna Elementary School, where residents expressed their desire to have a local hospital. The community and the physicians banded together, and the beginning of a small community hospital was born with funding from auxiliary bake sales, an airplane raffle, and a loan from the Federal Small Business Administration. The cornerstone was laid in 1966 for the hospital that would address the healthcare needs of a fast-growing population.



Courtesy of Central Peninsula Hospital, Ken Graham Photography

From these roots, the original 8,000-square-foot hospital opened in 1971 and has grown into an award-winning regional medical center with exceptional employees and a medical staff that is known for quality and patient-centered care. Today, Central Peninsula Hospital is a full-service, 49-bed, acute-care hospital that is licensed, accredited, and boasts the latest in technology.

Central Peninsula Hospital has earned a reputation for resisting the trend of diminished health care services in rural Alaska. For over 43 years, the hospital has continued to meet the demands from sustained population growth by adding capacity and expanding locally accessible medical services.



Courtesy of Central Peninsula Hospital, Photo by Dr. Gonzalo Fraser

In May of 2014, Central Peninsula Hospital embarked on its 7th major expansion, which will add an additional 89,000 square-feet to our already existing 200,000-square-foot facility. The latest expansion will provide space for multi-specialty clinics and the completion of our cancer treatment center.

Top: Central Peninsula Hospital main entrance.

Above: Kenai River in Soldotna.



OUR SERVICES

From our humble beginnings to our new facilities and state-of-the-art equipment, the hospital has never lost sight of the first and only purpose of its existence—to serve our community. As the first Planetree Designated hospital in Alaska, and one of only 45 in the United States, we are proud to be pioneering the best in patient- and resident-centered care in the Last Frontier.

Central Peninsula Hospital offers a wide range of clinics and services from primary care and emergency services to complex and intricate spine surgery.

- Clinics and service lines include:
- Emergency Medicine
 - Primary Care/Pediatric Clinics
 - Internal Medicine Clinic
 - General Surgery Clinic
 - Neurology Clinic
 - OB/GYN
 - Orthopedic Clinic
 - Orthopedic Spine Clinic
 - Pain Management Clinic
 - Radiology
 - Urology Clinic
 - Surgical Podiatry Clinic
 - Ear, Nose, Throat Clinic
 - Dermatology
 - Hospitalists
 - Anesthesia Services
 - Sleep Lab
 - Hospital Based Laboratory Services
 - Radiation Oncology
 - Oncology Infusion

- Behavioral Health
- Residential Substance Abuse Treatment
- Long Term Care Facility (60 beds)

OUR FUTURE
Healthcare delivery is in mid-stream of a major transformation with regard to quality, value, and cost. As a stand-alone community hospital, Central Peninsula Hospital has remained agile, competitive, and financially stable while adapting to the fast changing healthcare landscape and is prepared for future change.

OUR COMMUNITY
Central Peninsula Hospital has always been, and will continue to be, a partner to local communities by making donations to local non-profits that make the Kenai Peninsula a great place to live. In addition, the hospital provides free programs such as diabetes education, drive-through flu shots, and health fairs for local residents. By making these contributions, Central Peninsula Hospital is helping to improve community health and quality of life.

Through hospital and federal grant funds, the Safe Kids Kenai Peninsula Coalition works to educate adults and children by providing safety devices to families in need and their communities to protect children 14 and under.

Because we are located in a rural area that includes remote backcountry and marine environments, Central Peninsula Hospital provides courses for children and parents to prevent the number one killer of children—unintentional injury.

Courses and equipment include: Child Passenger Safety, Bike Safety, Kids Don't Float (personal floatation devices), Snowmobile/Four Wheeler Safety, Water Safety, Home/Fire Safety, and Safe Sitter programs.



Courtesy of Central Peninsula Hospital, Ken Graham Photography



Courtesy of Central Peninsula Hospital, Ken Graham Photography

Top: Central Peninsula Hospital's state-of-the-art trauma room.

Above: The new Mountain Tower wing.



ALASKA REGIONAL HOSPITAL



Courtesy of Alaska Regional Hospital

On the way to becoming the world-class hospital that Alaskans know today, Alaska Regional's development over the past 52 years followed a course similar to the state's own history, replete with political shenanigans, handshake deals, and the tactics of the late Teamster boss Jesse Carr, still regarded by many as the most powerful political force in Alaska's history, and the man responsible for building the hospital that Alaskans have relied on for decades.

Alaska Regional welcomed its first patient on June 18, 1963, just eight days after the hospital was dedicated. The 45-bed facility was a nonprofit operated by the national Presbyterian Ministries, Synod of Washington-Alaska, which built hospitals in the territory as part of its mission to provide medical care for those in need. It offered full emergency, medical, surgical, and obstetrical care for patients. Although Presbyterian Community Hospital, as it was first known, was ahead of its time, the \$800,000 facility on the corner of Eighth Avenue and L Street was just one small step toward what would become one of the largest full-service healthcare facilities in the state.

In 1968, a group of local physicians took over Presbyterian Hospital and changed the name

Alaska Regional is affiliated with HCA Healthcare, giving Alaskans access to the advanced medical resources available through one of the nation's largest healthcare providers.

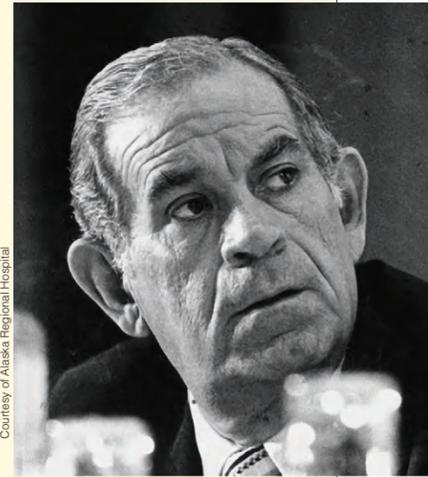


Courtesy of Alaska Regional Hospital

Alaska Regional, first known as Presbyterian Community Hospital, welcomed its first patient in 1963.



In 1976, Teamsters Union leader Jesse Carr purchased Alaska Regional, then known as Anchorage Community Hospital, to reduce the cost of medical care for union members.



Courtesy of Alaska Regional Hospital

to Anchorage Community Hospital. There was a heavy patient load from pipeline construction in the early 1970s, though local permitting battles, mounting financial problems, and personality conflicts led the group of investing physicians to sell the hospital in 1976 to the Teamsters Union led by the legendary Carr. Although the Mayor of Anchorage and the state had denied the group of doctors the required permits for improvements in the past, the day after Carr took over the facility, these same requests were honored almost immediately.

Carr had the hospital relocated to its current location on DeBarr Road. The 200-bed hospital was \$23 million and included an adjoining 84,000-square-foot professional building that cost \$8 million and housed Teamster headquarters, a Teamster-owned dental clinic and pharmacy, and office space. Although the official name of the hospital was the Alaska Hospital and Medical Center, the media dubbed it the Teamsters Hospital, a name that stuck for many years. When Humana merged with Columbia/HCA, the name became Alaska Regional Hospital.

Alaska Regional continues to grow with communities in the Anchorage area. It recently increased senior access to comprehensive, patient-centered care when it acquired the Senior Health Clinic, a primary care physician office providing outpatient medical care to the state's Medicare beneficiaries.

It is also planning to build two freestanding emergency departments that will be open 24 hours a day and house imaging equipment, labs, OB/GYN, and pediatric care capabilities. The purpose of these facilities, located in South Anchorage and Eagle River, will be to extend emergency care coverage throughout the community's suburbs so that it takes less time for a patient in distress to reach medical care and to move emergency treatment to areas with large populations outside of Central Anchorage. If the state approves the new health facilities, the \$29 million project would be completed by summer 2016.

The hospital recently underwent a \$70 million upgrade that will be completed by 2016. In addition to updating the Family Birth Center, which provides postpartum care, labor and delivery rooms and half of the neonatal intensive care unit are undergoing improvements. Other departments that are part of the renovations include the

emergency department and the intensive care, surgical, cardiovascular, and Kids Care Unit.

Today the hospital and has close to 900 employees and a medical staff of about 500 independent practitioners. It continues to be affiliated with HCA Healthcare, giving Alaskans access to the advanced medical resources available through one of the nation's largest healthcare providers.



Courtesy of Alaska Regional Hospital

Today Alaska Regional is the second largest hospital in the state with about 900 employees and a medical staff of about 500 independent practitioners.



ALASKA BRAIN INJURY NETWORK

Alaska Brain Injury Network, Inc. (ABIN) is a non-profit agency that was incorporated in 2003, with a goal to improve the acquired and traumatic brain injury (TBI) service delivery system. ABIN works diligently to educate, advocate, and provide a comprehensive resource assistance service for survivors of traumatic brain injuries and their families.

Today, our expansive services allow us to reach many diverse communities that make up Alaska. Programs such as legislative advocacy, outreach and education, resource navigation, conferences, trainings, and the TBI Advisory Board

compliment a comprehensive network for awareness, prevention, and assistance. ABIN is partnered with the Department of Health and Social Services as well as community leaders to develop sub-acute and post-acute rehabilitation to provide hospitalized Alaskans with appropriate and timely care. Resource Navigators also help providers with clients, from concussion to the most severe TBI. Additionally, ABIN serves as an advisory board to the Alaska Mental Health Trust.

ABIN's board of directors represents all regions of Alaska and at least 50 percent are TBI survivors or family members.

Courtesy of Alaska Brain Injury Network. Photo by Cynthia Green



Board members are responsible for the non-profit governance related to the Alaska Brain Injury Network. Furthermore, the board collaborates with partner boards to affect changes in policies. They encourage research into cause, prevention, and treatment of TBI and advocate for funding.

Each year, thousands of Alaskans are diagnosed with traumatic brain injury. Symptoms can last days, weeks, or a lifetime. Alaska Brain Injury Network is committed to increasing public awareness. ABIN embraces a team approach providing compassionate care and expertise to keep Alaskans moving forward into wellness and long-term recovery.



Courtesy of Alaska Brain Injury Network



ACCURATE HEARING SYSTEMS, LLC

Founded in 2007, Accurate Hearing Systems, LLC is a family-owned business with the fundamental belief that everyone has the right to hear. Donna R. DeMarco, founder and primary owner, along with her co-owner and husband, M. Dan DeMarco, are proud of the customer service and improved quality of life that Accurate Hearing offers to the hearing impaired of Alaska.

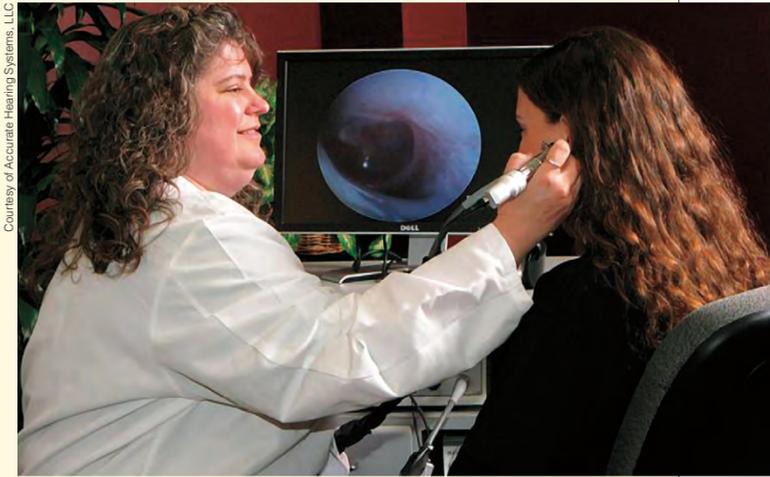
We work with several organizations: Project Access, Hear Now Foundation, and other non-profits. These organizations aid us in our goal to help everyone that wants hearing help. We are also a drop-off point for the Hear Now Foundation, which recycles hearing aids and puts them on people that would not otherwise have them.

Our experience and training provide the most up-to-date information and state-of-the-art equipment to enhance your hearing assistance needs. We are committed to earn your trust, listen to your concerns, and identify your symptoms. You can count on knowledgeable professional care with an emphasis on understanding hearing loss and the help available through amplification.

We provide state-of-the-art hearing aids and hearing tests in an atmosphere that has a "feel right at home" quality. The moment you walk in the door, you know you've found a warm, friendly atmosphere to have your hearing taken care of. We invite you to come by our location and see for yourself how a business can feel like "being at home."

Numerous studies have linked untreated hearing loss to a wide range of physical and emotional conditions, including impaired memory and ability to learn new tasks, reduced alertness, increased risk to personal safety, irritability, negativism, anger, fatigue, tension, stress, depression, and diminished psychological and overall health.

Courtesy of Accurate Hearing Systems, LLC



Donna R. DeMarco uses a video otoscope to see inside your ear canal.

Studies show that people with hearing loss that use hearing aids experience decreased depressive symptoms, reduction in anxiety and emotional instability; significant improvements to quality of life and functional health status; and significantly higher self-concepts compared to individuals with hearing loss who do not wear hearing aids.

The caring staff of Accurate Hearing understands the isolation that untreated hearing loss can bring. A great toll is taken on a person's quality of life and mental well being. Left untreated for too long, the effects of hearing loss can significantly alter a person's life and relationships. The kind people of Accurate Hearing know that by treating hearing loss, an individual's life is improved in many ways, including a reduction of risk associated with depression and other mental health issues. Taking just this one step can lead to a brighter, and clearer, future.

Voted Best of Alaska 2015
Alaska Dispatch News

Gold Pan Finalist
Distinguished Community Service by an Individual or Small Business/ Organization 2015

Gold Pan Finalist
Entrepreneurial Excellence 2015

Donna DeMarco, Best Hearing Healthcare Professional, 2011
The Hearing Review, September 2011.

Courtesy of Accurate Hearing Systems, LLC



Donna R. DeMarco, founder and primary owner.



KATMAILAND INC.



Courtesy of Katmailand Inc., ©Melissa Ackerman

The Angler's Paradise Lodges: Brooks, Grosvenor, and Kulik

In Alaska's Bristol Bay area, 250 miles southwest of Anchorage, lies Katmai National Park. Each year millions of salmon burst from the Bering Sea into the lakes and streams of the area. These salmon provide a food source for trout and other fresh-water fish, and also for the world's largest population of brown bears. This is Alaska's famous sport-fishing and bear-viewing country.

Since 1950, the Angler's Paradise Lodges have offered the finest accommodations within Katmai National Park. From the outstanding freshwater sport fishing to the brown bear viewing throughout Katmai, the three Angler's Paradise Lodges provide visitors and locals alike, the ultimate Alaskan experience.

Ray Petersen came to Alaska in 1934 and began an aviation career that spanned nearly 60 years. In 1947, Ray consolidated the efforts of several small carriers into a major airline, Northern Consolidated Airlines. Ray recognized the importance of tourism and after hosting numerous fishing trips at the request of the Chamber of Commerce and Territorial officials. He created permanent fishing lodges in the Katmai country—known as the Angler's Paradise Lodges. Ray's fishing

camps were the first full-time sport fishing lodges in Alaska.

Ray Petersen had the foresight to conceive, plan, and implement the "sport fishing lodge" as a method to create jobs, publicize Alaska, and increase business for his airline. According to the Hoover Rating Service, Ray's public relations blitz put the Angler's Paradise Lodges and Alaska into the minds of more than 87 million people by the end of 1951. He created the standard of lodge operations against which all other lodges are judged today.

In 1999, the Alaska Legislature honored Ray Petersen as the "Father of Alaska's Sport-Fishing Lodges." The Angler's Paradise Lodges are the beginning of the tourism story in Bristol Bay and, indeed, Alaska.

In 1982, Ray and his son Sonny Petersen founded Katmailand Inc., which operates the lodges today. Ray has since passed but Sonny continues to run the Angler's Paradise Lodges in the same tradition as his father. Sonny spent his childhood at the lodges, and in 1974, he began an air taxi operation, Katmai Air. Today, he manages the lodges and Katmai Air while spending his winters promoting and organizing. Many key members of the staff return each season, which ensures consistent quality and professional service for the guests of Angler's Paradise.



Courtesy of Katmailand Inc., ©Barry and Cathy Beck

Top: A short hike from Brooks Lodge takes guests to Brooks Falls. Here, bear watching is done from safe platforms that overlook the falls.

Above: Anglers have a chance to enjoy the bounty of the pristine waters that Katmailand provides access to.



Katmai Air flies guests to the Angler's Paradise Lodges. The flight itself is a sight-seer's treat, with gorgeous views from the glistening waters of Cook Inlet to the snowy peaks of the Aleutian Range.

THE LODGES AT KATMAI NATIONAL PARK

■ *Brooks Lodge* overlooks the Brooks River in the heart of Katmai National Park. The world-famous bear viewing at Brooks Falls is only a short walk from the lodge. As many as 50 bears live along the mile-and-a-half-long Brooks River during the salmon season. Daily tours are also available to the volcanic Valley of 10,000 Smokes. The beautiful main lodge building boasts a spectacular view of the aquamarine waters of Naknek Lake. The lodge's large circular fireplace is popular for evening relaxation and reminiscing about the day's adventures.

■ *At Grosvenor Lodge*, expect seclusion and comfortable accommodations—not to mention great fishing. Accommodating only six guests at a time, Grosvenor is ideal for families, business associates, or a group of fishing buddies. The narrows area adjacent to the lodge provides excellent fishing, and Grosvenor has access, by jet boat, to some of the area's finest fishing streams.

■ *Kulik Lodge* is Alaska's premier sport-fishing lodge and is located in a spectacular wilderness setting. Superb fishing is available adjacent to the lodge



Courtesy of Katmailand Inc., ©Kara Stenberg

on the Kulik River and on the Kulik and Nonvianuk Lakes. The Kulik River's gin-clear water, gravel bottom, and plentiful food supply provide an ideal habitat for the large population of native rainbow trout. Besides the great fishing right near the lodge, fly-outs provide the means to fish other hot spots within a 100-mile radius of the lodge and allow visitors to take advantage of the variety of species of fish available in southwest Alaska. The breathtaking scenery of southwest Alaska is always a bonus.

In the relaxed camaraderie of Angler's Paradise, away from the hustle and bustle of everyday life, new friendships are formed and old friendships reaffirmed.



Courtesy of Katmailand Inc., ©Barry and Cathy Beck

The main lodge at Kulik is a comfortable gathering place where guests enjoy meals and camaraderie.



LITHIA ALASKA DEALERSHIPS



Courtesy of Lithia Alaska Dealerships

From humble beginnings in 1945, Lithia Automotive Group has grown to become one of America's largest automotive retailers and one of Alaska's significant employers. Lithia operates 129 US auto dealerships featuring 30 brands in 14 states. Lithia's nine Alaska dealerships employ over 500 in-state, with annual payroll nearly \$28,000,000.

Lithia's Alaska presence began with the 2001 acquisition of its Anchorage Chrysler Jeep franchise. This was followed by construction of a new home for the dealership and acquisition of several more in Anchorage, Wasilla, and Fairbanks. Lithia

now includes Lithia Chrysler Jeep Dodge Ram of South Anchorage, Anchorage Chevrolet, Anchorage MINI, Anchorage Kia, BMW of Anchorage, Lithia Hyundai of Anchorage, Wasilla Chevrolet, Wasilla Dodge, and Fairbanks Chevrolet Buick GMC.

Lithia dealerships are focused on providing customers with an honest and simple automotive buying and service experience. Lithia dealerships give customers straightforward information so that they can make confident decisions. Lithia offers a wide

variety of vehicle brands, trained factory service technicians at state of the art service centers, and certified parts to maintain customer vehicles in top running condition.

Lithia operates with the belief that our local communities are our lifeblood. Lithia's For the Kids Program emphasizes involvement through organizations and efforts that promote and strengthen local youth development, while Lithia's Community Giving Program is focused on community-wide endeavors that support and impact the vitality of a healthy community.

Lithia Chrysler Jeep Dodge of South Anchorage.



Lithia's Alaska dealerships support dozens of not-for-profit organizations and events each year. Support includes contributions through Military Appreciation sales events, vehicle donations, sponsor contributions to AWAIC, Wounded Warriors, Anchorage School District Business Partnership, Cancer Awareness Rodeo, Big Brothers Big Sisters of Alaska, Fischer House, and numerous youth athletic teams and competitions. In 2014, Lithia Alaska dealerships contributed an estimated \$150,000 to local not-for-profits.

Lithia team members are also contributors to community. Many Lithia staff members volunteer and participate in community fundraiser events, including 11-year Lithia business manager Marti Garret, who has organized a number of Lithia sponsored teams in fundraising events for the National MS Society. In just three years, Marti's teams have helped raise more than \$10,000 for the organization, as well as helped grow participation and awareness.

Among Lithia employees are a large contingent of military veterans who discover opportunities to develop new careers following their military service. According to Lithia Chrysler Jeep Dodge Ram of South Anchorage general manager Troy Jarvis, "Our Military makes a huge contribution to our local and national security, and we are proud to offer whatever support we can give back. Our veteran employees now number in the

hundreds and are finding their military training in teamwork and discipline to be very conducive to long and rewarding careers in retail automotive."

Lithia finance manager Alex Navarro, a U.S. Army veteran with service in Afghanistan says, "Getting to work with soldiers day-to-day and getting to see what Lithia does for the military community every day is amazing. Lithia is a very good place for veterans."

From left to right are Troy Jarvis, general manager; Marti Garret, business manager; and Alex Navarro, finance manager.



Courtesy of Lithia Alaska Dealerships



HILTON ANCHORAGE

The Hilton Anchorage always strives to be the first choice of the world's travelers, building on the rich heritage and strength of the Hilton name. Whether one is traveling for adventure or business, the Hilton Anchorage offers a unique blend of amenities and convenience that creates an unmatched atmosphere of comfort and luxury. With 606 guestrooms and 22 stories, the Hilton Anchorage is the largest hotel in the state and a great starting point from which to see all that Alaska has to offer.

Upon arrival in the hotel's light and spacious lobby visitors are reminded of Alaska's long summer days and feel

surrounded by the warmth and comfort of genuine local hospitality. Guests are welcomed to their rooms with spectacular views, surrounded by the magnificent Alaska and Chugach Mountain Ranges and the rolling tidewaters of Cook Inlet. Through the revolving doors, Anchorage is at their fingertips. It is an easy walk to the best that the city has to offer, including shopping, dining, downtown tourism, and the Convention District. Also a short walk away is the world-famous Ship Creek fishery, which consistently produces a strong run of both silver and king salmon.

Courtesy of Hilton Anchorage



Guests are surrounded by comfort and warmth and welcomed to their rooms with spectacular views, including the magnificent Alaska and Chugach Mountain Ranges and the rolling tidewaters of Cook Inlet.

The Hilton Anchorage has a rich history dating back to the original Anchorage Hotel, built in 1915, when the average price for a one-night stay was around one dollar. The hotel completed the 14-story West Tower in 1964, just before the Good Friday Earthquake, which registered 9.2 on the Richter scale. The West Tower was the tallest building in Anchorage to survive the quake. After the tower was declared safe, the Hilton opened its doors to help house the newly homeless from the aftermath of the quake. The property became known as the Hilton Anchorage in 1986 and has been flying the Hilton flag ever since. A \$12 million renovation of all guestrooms, meeting spaces, and common areas was completed in May 2009.

Backed by a brand recognized worldwide as the standard of excellence, the Hilton Anchorage offers the best in accommodations and service for the world's traveler.



Courtesy of Hilton Anchorage

The Hilton Anchorage lobby is light, spacious, and welcoming to visitors.



ANCHORAGE MARRIOTT DOWNTOWN

THE NEXT GREAT MERGER: BUSINESS AND PLEASURE

BUSINESS CLASS

Rising from the heart of the city's dynamic business district, one block from the Dena'ina Convention Center, and close to many shops and restaurants, the Anchorage Marriott Downtown is poised to meet your business needs in a setting that conveys the charm and beauty of the Pacific Northwest. Here, guests will find a refreshing brand of sophistication, comfort, and genuine Alaskan hospitality from a staff dedicated to providing the utmost level of service.

A HARD DAY'S WORK DESERVES A SOFT PILLOW

A warm Alaskan welcome awaits you at the Anchorage Marriott Downtown. Our Great Room offers ample seating for relaxation, dining, or business. Guests can relax and rejuvenate in our indoor swimming pool or complimentary fitness center. After a day of exploring Alaska, retreat to one of our spacious, renovated guestrooms, which offer a combination of style and productivity with a residential feel. All rooms offer huge picture windows with striking mountain views.

SPACE AS AMBITIOUS AS THEIR ITINERARY

From small strategy sessions to an opulent banquet for 600 guests, our meeting, catering, and audiovisual professionals stand ready to transform over 14,000 square feet of flexible space to meet your specific needs. For maximum impact, enhanced lighting and sound systems, teleconferencing, wireless Internet access, and the highest rated sound-dampening walls are available. Our innovative catering staff creates menus to please the palate as well as the eye, and our Red Coat staff is always close at hand to handle every detail, no matter how large or small.



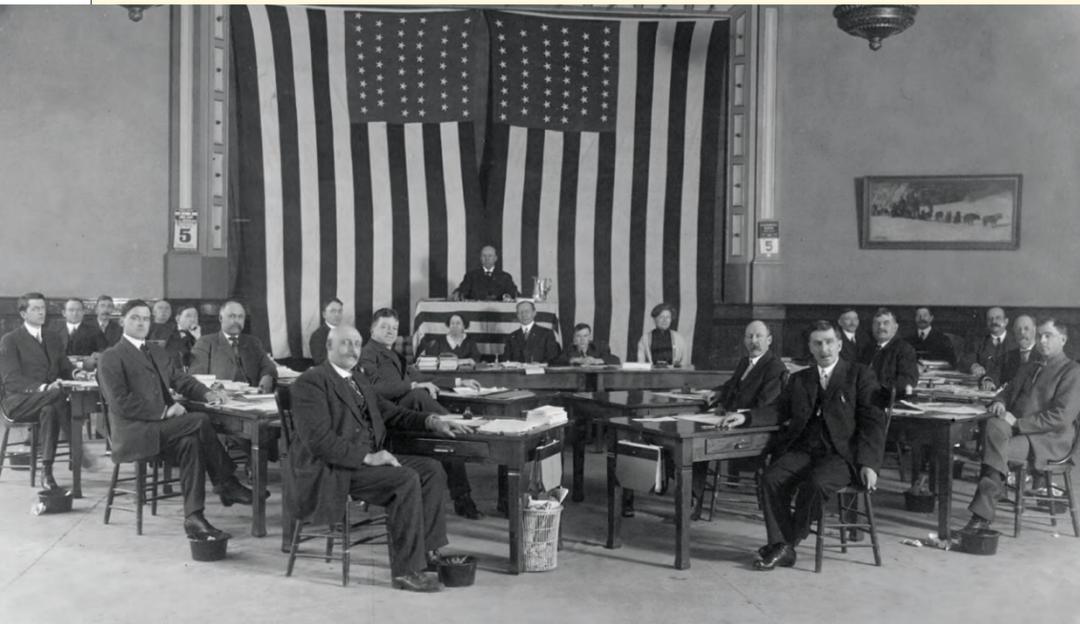
Courtesy of Anchorage Marriott Downtown

Courtesy of Anchorage Marriott Downtown





THE ALASKA LEGISLATURE



Alaska State Library, Portraits of the Members of the First Alaska Territorial Legislature, ASL-P461-26



Courtesy of the Alaska Legislature

When Alaska entered the union in 1959, a bicameral (two-chamber) legislature was seated to represent the citizens of the 49th state. Currently, there are 60 Legislators—one each from 20 Senate districts and 40 districts in the House of Representatives. Every two years, Alaska voters participate in elections for every House seat and half of the seats in the Senate. A legislature consists of two 90-day regular sessions convening annually in mid-January and adjourning in mid-April. A 2008 ballot initiative statutorily reduced the length of sessions to 90 days from the 120-day limit established by a 1984 constitutional amendment. The framers of the Alaska constitution recognized that thorough consideration of particularly difficult and contentious issues might not be possible within the constraints of regular sessions, during which Legislators' time is consumed by the day-to-day affairs of state. As such, the constitution allows the Legislature or governor to call special sessions to concentrate on individual topics.

Top: First Alaska Territorial House, 1913

Above: Reenactment of First Territorial House, Alaska Legislature's Centennial Celebration, 2013.



Ron Klein, Northlight Photography

28th ALASKA LEGISLATURE

Panoramic photo of the 28th Legislature Legislators and staff.

Special sessions are limited to a maximum of 30 days, although multiple sessions may be called in a given year. Given the complexity and range of issues typically before the Legislature, special sessions are relatively common in Alaska. Since 2000, for example, Legislators have met in 17 special sessions, for a total of 212 days. Recent additions have expanded and improved the Legislature's Capital Complex. In 2012, renovations to a former church adjacent to the Capitol were completed providing a new home for the Division of Legislative Finance. More significantly, in 2009, the Thomas B. Stewart Legislative Office Building was dedicated to the legendary Alaskan jurist who served in the territorial House of Representatives and was a driving force behind the Alaska Constitutional Convention. The building provides a much needed additional 14,000 square feet of office and meeting space as well as a child care center operated by an independent contractor.

The Stewart building, formerly the home of the Masonic Scottish Rite Temple, is located across the street from the Capitol and linked by a sky bridge. Construction of what is now the Capitol began in the fall of 1929. Upon its completion in 1931, the building housed offices of the federal government, including the post office, and those of the Territory of Alaska, as well as the Territorial Museum. When Alaska became the 49th star on the U.S. flag, the building was conveyed to the new state to serve as its Capitol. Today, it houses the Offices of the Governor and Lt. Governor, and both chambers of the State Legislature.

The Capitol is currently undergoing much needed renovations to ensure the health and safety of its occupants and the public. The multi-year

project involves retro-fitting the structure to resist seismic forces and restoring the Art Deco exterior to its original grandeur using materials better able to withstand Juneau's wet and highly variable climate. The renovation further includes improvements in energy efficiency and replacement of the original heating system. The project began in 2013 with the structural reinforcement of the portico and its four columns crafted of marble mined on Prince of Wales Island in Southeast Alaska. Work on the rest of the exterior will proceed through the coming summers with an expected completion date in 2016. Offices will remain open and tours of the building will continue throughout the project. The funding appropriated by the Legislature to renovate and retro-fit the Capitol ensures this historic building will continue to meet the needs of Alaskans and those that serve them.



Courtesy of the Alaska Legislature

Senator Ted Stevens, 2012 by Dean Larson. *Ted Stevens (1923-2010) served in the United States Senate from his appointment in 1968 until 2008 when he lost a bid for re-election. He was the longest serving Republican in the Senate at the time of his death.*

Alaska Legislators face challenges unlike those found in any other state. A massive geographic scale, diverse and widely dispersed population, and dramatic differences between urban and rural life combine to create policy issues unique to the “Last Frontier.” As an example of how this variety impacts the Legislature, consider that the constituents of the representative from House District 18 reside in a single contiguous urban neighborhood in Anchorage that covers a few square miles. By contrast, House District 37 covers thousands of square miles and includes 57 communities.

The wide differences between election districts are largely unavoidable in a state where roughly 750,000 residents are dispersed over a land mass of nearly 600,000 square miles. To visit Ketchikan, in Southeast Alaska, a resident of the arctic community of Barrow has to travel nearly 1,100 miles—nearly the distance between New York City and Miami, Florida—over an expanse consisting primarily of uninhabited forests, mountains, wilderness, and arctic tundra. The state’s landmass contains some 3,000 rivers and an estimated three million lakes, including the nearly 2,000-mile Yukon River and Lake Iliamna, the surface of which covers over

1,000 square miles. Seventeen of the 20 highest peaks in the United States are among the state’s numerous mountain ranges, and there are more active glaciers in Alaska than in the rest of the inhabited world. If islands are included, the state boasts nearly 34,000 miles of coastline, and because the Aleutian Island chain crosses the International Date Line, Alaska holds the farthest northern, eastern, and western points in the United States. In short, Alaska is a complex and dynamic land that poses unique challenges to governance.

From the centuries-old traditional subsistence lifestyle of indigenous people to the commercial hunting, fishing, mining, and timber harvest of territorial residents from Russia and the United States, the economy and well-being of Alaska’s people has always been based on the land’s vast natural resources. After the discovery and development of massive oil deposits in Alaska’s North Slope region, the state’s economy became heavily dependent on petroleum-based taxes, rents, and royalties.



Courtesy of the Alaska Legislature



Harvest of the Sea and Harvest of the Land, 1981 by Joan Bugbee Jackson, are both located in the Capitol lobby.

The single most important piece of the state’s infrastructure is the Trans-Alaska Pipeline System. The 48-inch-diameter pipeline stretches roughly 800 miles from Prudhoe Bay in the Arctic to tidewater in the city of Valdez on Prince William Sound. At the time of its completion in 1977, after more than three years of construction, the \$8 billion project (more than \$30 billion when adjusted for inflation) was the largest privately funded construction project in history. Since reaching the peak daily flow of over two million barrels in 1988, the throughput of oil has steadily declined to around 500,000 barrels per day.

Today, some 90 percent of state revenues derive from commercial petroleum activities, primarily from North Slope oil.

Declining production and the recent volatility in oil prices represent the primary fiscal issue faced by the Legislature today. In addition to efforts to increase oil exploration and development, the Legislature is working toward the construction of a natural-gas pipeline to commercialize the estimated 200 trillion cubic feet of natural gas reserves underlying the North Slope.



Alaska State Library, Writer and Pond Photographs. ASL-P87-0902

Above: Alaska Capitol, Juneau, 1931.

Right: Capitol restoration and seismic retrofit efforts.



Courtesy of the Alaska Legislature



In 2014, one of the projects vying to bring Alaska's natural gas to market took a significant step forward with the signing of a "Heads of Agreement" by the state, major leaseholders of North Slope petroleum lands, and the pipeline development company TransCanada. Under the agreement, the various parties agree to advance a liquefied natural gas (LNG) project, to include a pipeline to tidewater and major associated processing facilities. The Legislature subsequently approved legislation, SB 138, to enable the project to move forward through the front-end engineering and design phase of the project. Parties to the Agreement have collectively committed \$500 million to this phase of the project. Many obstacles lie ahead before the massive project—with its estimated cost of \$45 to \$60 billion and ten-year construction timeline—comes to fruition; however, most observers agree that recent developments bring Alaskans closer than ever before to realizing the collective dream of commercializing the state's gas. The Legislature will continue to be a key driver in making this critically important project a reality.

Alaska lawmakers continue to lead and innovate in ways that both impact Alaska and provide models for other governments. The design of the state's Permanent Fund has influenced managers of sovereign wealth funds around the world; Alaska's fisheries-management systems are widely admired and studied; and the Legislature continues to support important and renowned arctic research and the development and implementation of alternative energy systems and technology. Strong legislative leadership on these and other vitally important issues currently being faced by Alaskans is crucial to the ongoing growth and prosperity of the Last Frontier.

Courtesy of the Alaska Legislature



Artist's rendering of Capitol upon project completion.

Former Juneau High School, now the Terry Miller Legislative Office Building, is visited by a bear.



Courtesy of the Alaska Legislature



ALASKA DEPARTMENT OF COMMERCE,
COMMUNITY, AND ECONOMIC DEVELOPMENT



Courtesy of Alaska Department of Commerce, Community, and Economic Development. Photo by Kelley

DEPARTMENT OF COMMERCE, COMMUNITY, AND ECONOMIC DEVELOPMENT
The Department of Commerce, Community, and Economic Development (DCCED) works to strengthen Alaska's economy and communities. From remote villages offering a traditional subsistence lifestyle to the vibrant urban centers featuring innovation and arts, Alaska is rich in natural resources and home to adventurous, pioneering people.

Alaska's appeal is heightened by the state's proximity to 90 percent of the industrialized world. Our location along Pacific marine trade routes ignites keen interest of Alaska's logistical advantages and potential as a future economic leader.

We are actively working to develop Alaska's energy resources and to reduce energy costs for all Alaska. Our agencies are constructing infrastructure needed to get our resources to market, promoting Alaskan goods and services in the global marketplace, and offering business development programs. DCCED contributes to an attractive business climate through stable taxes and fees, financial incentives to attract investment, access to capital, and service-oriented public agencies.

The family of agencies under the DCCED umbrella remains committed to creating opportunity for Alaskans.

Through the next five pages we offer a glimpse of the important work and public/state connection to consumer services and assistance offered within the Department of Commerce, Community, and Economic Development.



Courtesy of Alaska Department of Commerce, Community, and Economic Development. Photo by Chris Ariend

Top: A Ketchikan totem pole.
Above: Anchorage Museum.



Port of Anchorage.

DIVISION OF ECONOMIC DEVELOPMENT
The Division of Economic Development (DED) supports the growth and diversification of Alaska's economy through business assistance, financing, promotion, and public policy. In order to effectively represent all of Alaska, the division works closely with economic development organizations across the state, including the 11 Alaska Regional Development Organizations (ARDORs).

DED promotes the growth of Alaska's economy by supporting Alaska's small businesses. In addition to providing technical assistance, DED promotes the expansion of Alaska's manufacturing sector through the Made in Alaska and Alaska Product Preference programs. Equally critical is the provision of capital to businesses that would not otherwise qualify for private-sector lending. DED currently administers ten revolving loan funds broadly serving Alaska's small businesses with total outstanding principal exceeding \$200 million.



Courtesy of Alaska Department of Commerce, Community, and Economic Development. Photo by Chris Ariend

Showcasing Alaska's abundant economic opportunity found in its natural resources, human capital, and emerging industries, DED actively promotes Alaska's business climate via its Alaska: North to Opportunity campaign. The division's tourism marketing program promotes Alaska as a visitor destination across the globe and plays a fundamental role in attracting the nearly two million visitors that travel to Alaska each year.



Courtesy of Alaska Department of Commerce, Community, and Economic Development. Photo by Wade Carrol

Children stand upon sections of pipe in Prudhoe Bay.



A fisherman hauls in some beautiful salmon.



Courtesy of Alaska Department of Commerce, Community, and Economic Development

ALASKA SEAFOOD MARKETING INSTITUTE
Alaska FISH—synonymous with pristine, delicious, and world-class—is an important part of our heritage, our culture and our future. Today, the Alaska seafood industry is Alaska’s largest private sector employer, delivering paychecks to over 60,000 Alaskans each year. Alaska seafood represents one of the state’s largest export commodities and positions Alaska as the 7th largest seafood exporter in the world.

The Alaska Seafood Marketing Institute (ASMI) is the brand manager and the state’s official marketing arm for the global promotion of Alaska seafood. Maintaining the presence and awareness of the Alaska seafood brand in a global marketplace is critical to the economic value and continued consumer demand of Alaskan seafood. The marketing effort is carried out through retail and foodservice promotions, public relations, quality improvement initiatives, sustainability certification, and globally at consumer events. ASMI is dedicated to working with the industry to encourage sustainable harvest and responsible resource management of Alaska’s wild, natural seafood. With consistent focus on this extremely

important resource, Alaska seafood will continue to provide tremendous economic and cultural benefits to the state for future generations.

Alaska’s waters produce more than half of the seafood caught in the United States—more than four times as much as the next highest producing state. The broad portfolio of Alaska seafood includes all five species of Pacific salmon along with halibut, black cod, Pacific cod, pollock, sole, flounder, crab, shrimp and several lesser-known species such as geoduck clams, mussels, and sea cucumbers. Alaska is world renown for consistent high quality and the unadulterated freshness of the state’s seafood. ASMI’s efforts ensure Alaskan seafood remains a top choice among global consumers.



Courtesy of Alaska Department of Commerce, Community, and Economic Development

Fishermen ready their boats to troll for salmon.



AIDEA’s Ketchikan Shipyard builds and services all types of vessels with primary focus on vessels operating in Alaska waters.



Courtesy of Alaska Ship & Drydock

ALASKA INDUSTRIAL DEVELOPMENT AND EXPORT AUTHORITY - AIDEA
The Alaska Industrial Development and Export Authority (AIDEA) promotes, develops, and advances economic growth and diversification in Alaska by offering long-term asset financing and encouraging investment in Alaska.

With foresight to create an organization dedicated to fostering development and support for Alaskan projects, AIDEA was formed as a public corporation by the Alaska Legislature in 1967 and funded in the early 1980s with a \$166 million loan portfolio and \$23 million in funding. The launch of AIDEA’s powerful Loan Participation Program is recognized throughout the state as an important source of financing for Alaska businesses and as an effective driver of Alaska’s economy.

In the mid 1980s, AIDEA’s Development Finance Program was created to assist in the development of Northwest Alaska’s Red Dog Mine, one of the world’s richest concentrations of zinc. Almost 30 years later, Red Dog Mine remains a successful mining operation responsible for producing jobs for Alaskans and contributing to state revenue.

AIDEA’s mission to promote, develop, and advance economic growth and diversification in all areas of Alaska by offering various means of financing and investment has produced success in all major industry sectors including; retail, tourism, energy, natural resources, air cargo, and service. AIDEA’s programs create hundreds of permanent jobs and construction jobs each year. Since its inception, AIDEA programs have contributed over \$370 million in dividends to the State of Alaska in support of much-needed programs and services. AIDEA’s work to advance Alaska’s prosperity, promote job growth and develop Alaska’s natural resources through its various public-private partnerships and financing programs will continue to create economic opportunities for Alaskans, and provide support for a strong, diversified Alaska economy.



Courtesy of NANA Development Corporation

AIDEA financed \$12.6 million for NANA’s University Lake Springhill Suites by Marriott.



ALASKA RAILROAD CORPORATION (ARRC) Serving as a vital part of Alaska's infrastructure and holding an important economic development role in the state, the Alaska Railroad is headquartered in Anchorage. Owned by the state,

ARRC is incorporated and operates similar to a private business entity. Built to connect the mineral rich interior of Alaska to ports in Southcentral Alaska, the railroad has been spurring development of communities and serving Alaskans since 1923 when President Warren Harding drove a golden spike to commemorate the Alaska Railroad's completion.

The Alaska Railroad played an initial role in the growth of many communities in Alaska. Rail access to the coalfields in Sutton and a connection to the rich agricultural land found in the Matanuska and Sustina valleys was a catalyst in the formation of the communities

of Palmer and Wasilla. Freight, transported by rail from Seward and connected by water to communities along the Tanana and Nenana Rivers, helped transform Nenana into a successful interior transportation hub. Loads of heavy equipment, shipped via rail, revived the Interior's gold mining industry and brought new life to the railroad's northern terminus.

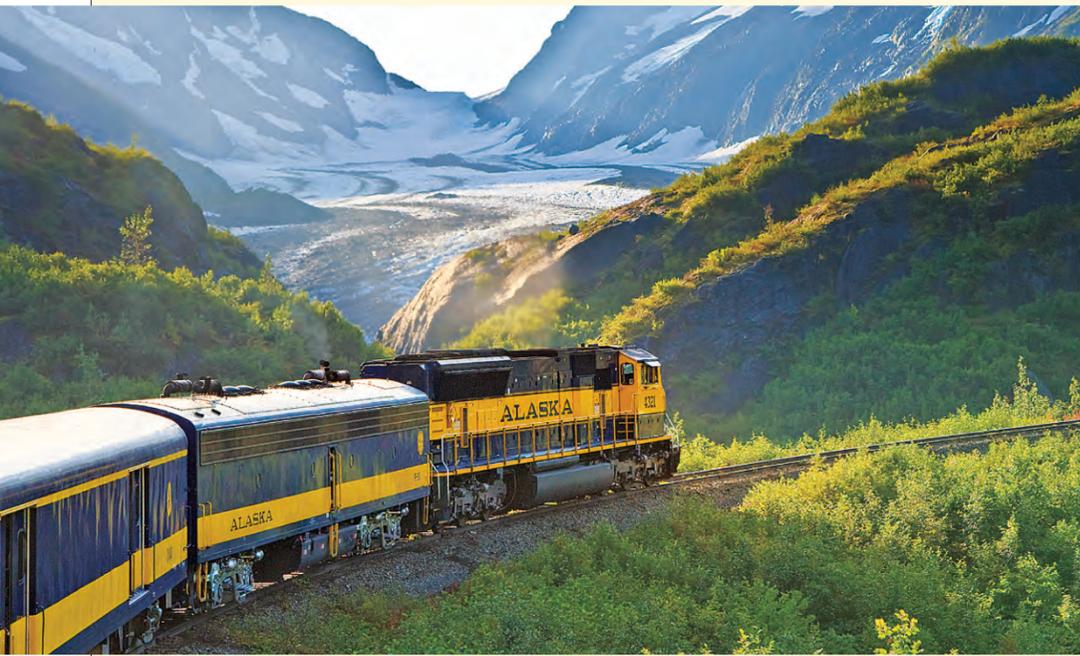
From Seward to North Pole, today's Alaska Railroad is a full-service railroad providing year-round passenger service to a half million passengers each year, while hauling more than five million tons of freight around Alaska. Residents regularly take advantage of unique rail services, including the one-of-a-kind, flag-stop service that provides a vital lifeline for people living off the road system.

For more than 90 years, the Alaska Railroad has remained the backbone of Alaska's transportation infrastructure. With new projects on the horizon, including the Northern Rail and Port MacKenzie Rail Extensions, the railroad is prepared to serve Alaskans well into the future.

In 1949, a train rides through "the Loop," a rail-construction project designed to safely lead trains through difficult geographic obstacles in the Kenai Mountains, north of Seward. Construction began in 1906. However, a new route was completed in 1951 that made the "Loop District Route" obsolete.



Courtesy of Alaska Department of Commerce, Community, and Economic Development



Courtesy of Alaska Department of Commerce, Community, and Economic Development

Journeys taken aboard the Alaska Railroad are filled with stunning views of glaciers, mountains, gorges, wildlife, and so much more.



Alaska Highway.



Courtesy of Alaska Department of Commerce, Community, and Economic Development

DIVISION OF BANKING AND SECURITIES - DBS

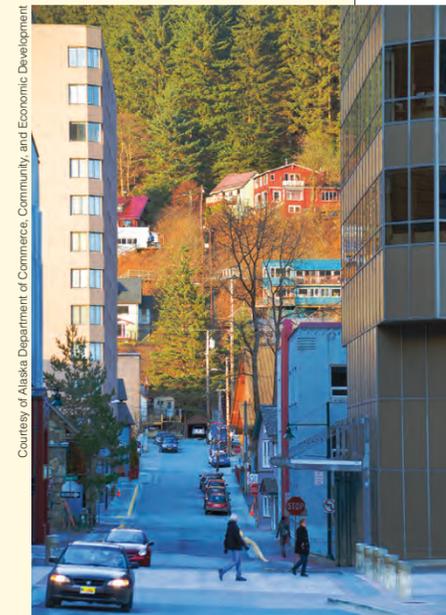
The Division of Banking and Securities (DBS) was established to protect consumers of financial services while promoting safe, sound financial systems and practices throughout Alaska.

By regulating financial service businesses, the division supports a fair and equal platform for legal financial service businesses including broker-dealers (stockbrokerages), investment advisers, mortgage lenders, state chartered banks, bank holding companies, credit unions, trust companies, payday lenders, money service businesses, business industrial development corporations, small loan companies, and premium finance companies. In and out of Alaska, DBS strives to facilitate connections between consumers and businesses to state services such as filings, licensing, information, and technology.

A key role within DBS is consumer protection. The division has the power to investigate financial businesses, enforce regulations, and act appropriately to ensure a fair marketplace for all financial businesses and consumers. Through enforcement, the division is able to take action against entities or persons operating in violation of Alaska law and statute to insure protection of Alaskan consumers. The Division of Banking and Securities in Alaska also serves as the filing repository for the Alaska Native Claims Settlement Act corporation proxy information.

DIVISION OF INSURANCE – DOI A diverse and competitive marketplace for the insurance industry is a critical component of thriving communities and a healthy economy. To make Alaska's insurance market more competitive, the Division of Insurance (DOI) stays abreast of national trends and encourages the insurance industry to offer a

diverse portfolio of products for consumers. As a result, DOI helps Alaskan consumers connect to a wide variety of insurance products offered from a broad range of companies operating in the Alaska market. State regulatory oversight of insurance industry operations means greater security and protection for Alaskan consumers as financial statutes and regulations are reviewed and enforced, consumer complaints and alleged fraudulent activities are investigated, rates are monitored, applications are reviewed, and licenses are issued. With new products and companies constantly entering the Alaska market, DOI has an important role in delivering information to the public. The division maintains offices and a toll-free number to connect consumers with the right tools to evaluate and purchase insurance products that best meet the unique needs of each Alaskan consumer.



A view of part of the Juneau business district.

Courtesy of Alaska Department of Commerce, Community, and Economic Development



HOPE COMMUNITY RESOURCES, INC.

Can you imagine a community where everyone belongs?

Hope Community Resources, a not-for-profit organization, imagined just that nearly 50 years ago, when we began such a journey on a pathway of possibilities. Today, Hope supports over 1,400 individuals who experience intellectual or developmental disabilities, mental health challenges, and complex medical conditions. Our goal is to help them realize full and rewarding lives within communities of their choice.

Many diverse parts of Alaska have shared our vision and invited Hope to begin service delivery. As a result, we now have nine regional offices located in Anchorage, Juneau, Ketchikan, Kodiak, Kenai, the Matanuska-Susitna Valley, Barrow, Dillingham, and Seward.

Our commitment to individuals and families is much more than words. Our “no discharge,” or non-abandonment policy ensures that Hope will continue to provide supports throughout a person’s lifetime, regardless of changing needs or increased challenges. With 1,100 employees, Hope’s impact on individuals, families, and communities in our state is far reaching and life changing.

DIVERSE RANGE OF PROGRAMS AND ACTIVITIES

A fundamental principle of Hope is to understand the essence of each individual choosing our supports. Services are then tailored to discover talents and nurture gifts, while honoring cultural diversity. This person-first approach fosters creativity and innovation in the evolution of limitless possibilities. Services continue to expand far beyond the traditional residential, and now include supported employment, intentional communities, home ownership, diversified recreation programs, mental health services, elder care, and family preservation initiatives.

Hope is a recognized leader in the provision of dynamic individualized supports in our communities. Our pioneering endeavors include:

- Establishing the first residential supports for children who experience autism;
- Beginning the first residential services for those experiencing a dual diagnosis of mental health and intellectual/developmental disabilities;



Courtesy of Hope Community Resources



Courtesy of Hope Community Resources

Top: The “Walk for Hope” was created in 1970 to raise funds for the financial support of Hope Community Resources. As one of the first walk-a-thons in Anchorage, the event drew between 9,000 to 11,000 participants annually in the early years.

Above: Accessible recreation equipment, such as this boat in Kodiak, is key to Hope’s ability to offer robust recreation and subsistence programs throughout the regions it serves.



Adaptive technology plays an important role in Dana’s ability to communicate with his support staff, Clint, and his friends, enriching his life and sense of community.

- Opening the first multi-unit apartment clusters to develop and enhance independence;
- Receiving the first grant for rural service delivery enabling individuals to remain in home communities, embraced by their respective culture;
- Re-defining employment in rural areas in terms of subsistence, thanks to the receipt of a federal grant;
- Launching the first community and in-home supports for children who experience complex medical conditions;
- Developing a supported apartment program for couples with or without children and for single parents who experience disabilities, focusing on relationships and parenting skills;
- Designing diversified employment options for those labeled severely/profoundly challenged;
- Co-founding the Key Campaign, a grass-roots advocacy movement related to critical issues and needs in intellectual/developmental disabilities;
- Hiring a Director of Spiritual and Organizational Wellness (only one of two certified in the nation) to support the inclusive practice of belief and culture.

CURRENT INNOVATIONS INCLUDE:

Community Centers—The Discovery Center in Anchorage and the Community Center in Kenai offer social and educational opportunities through a variety of activities with an emphasis on the discovery of gifts and personal passion. These centers provide an opportunity for expression in dance, art, media, self-defense, music, and theatre, as well as a focus on healthy lifestyles. Both centers also serve as a gathering place for community exploration. Summer camps and after school programs offer enriched programs for children and are satellites of the recreation centers. We have been recognized as a pioneer in the development of unique programs that advance and maintain personal health.

Hope Studios and Gallery—Through an inclusive, collaborative approach to the arts, this exciting enterprise produces a wide range of joyful and colorful artwork that has been exhibited throughout Anchorage and is sold in an adjoining gallery. The studio provides collaborative art workshops throughout the state, including Barrow and Kodiak, and has inspired a second studio, the All Birds Studio in the Matanuska-Susitna Valley. The Z. J. Loussac Public Library in Anchorage features a permanent installation of the artists’ work.



Courtesy of Hope Community Resources



Courtesy of Hope Community Resources

Steve Lesko, former Executive Director of Hope (left) accepting the Psychologically Healthy Workplace Award from the American Psychological Association in recognition of our “Caring for Caregivers” wellness program.



Opportunities, such as the collaborative art workshop, have led to the discovery of many talented people within Hope. One such person was Whitlam, who resided at the Elder's Home in Barrow.



Courtesy of Hope Community Resources



Courtesy of Hope Community Resources

Lael addresses the Alaska State Legislature during the annual Key Campaign, advocating on behalf of herself and others who experience intellectual and developmental disabilities.

Outdoor Pursuits—Individuals take part in a wide variety of activities, whether designed to enable a subsistence lifestyle, or just to enjoy the beautiful Alaskan outdoors. Hope helps to ensure that those with restricted mobility can engage in a full range of activities including fishing and hunting.

“Bridges” Play Center—This program, located in the Discovery Center at Hope, provides a therapeutic-play environment to encourage social skills development for children 3 to 8 years of age who experience autism.

Intentional Communities—The Willow Ranch in the Matanuska-Susitna Valley offers the opportunity to experience independence, pride, and dignity within a rural, farming lifestyle. The Yuguukut home in Dillingham embraces a rural subsistence lifestyle, stressing culture and the sharing of the harvest with others.

Barrow Assisted Living—In collaboration with the North Slope Borough, Hope operates the Barrow Elders Home so individuals can continue to live in their home community and culture. We are currently responding to requests to provide mental health residential and day supports for those with mental health challenges.

WORKFORCE
Our workforce is diverse, and over the years has represented 47 different countries. We also hire within the many local communities we serve and are among the top employers in Alaska.

Creating a culture focused on life-long learning is a priority. For new employees, this focus on the corporate culture of honor, respect, and striving for excellence begins at orientation. Ongoing educational opportunities are available throughout a person's career with Hope.

Hope has partnered with the State of Alaska Department of Labor, University of Alaska Center for Human Development, and Wayland Baptist University to create continuing education for employees to enhance competencies and develop a dynamic workforce for the future. We value the work of our Direct Service Professionals and offer a certification program to augment their expertise and credentials.

Because of the emotionally demanding nature of much of our work, we have launched several innovative organizational wellness initiatives to support our stakeholders in their physical, emotional and spiritual health.

All of these efforts translate into a workforce committed to our values and vision, resulting in high percentages of longevity that far exceeds national industry norms.



Jon and Thomas of Hope's Willow Ranch prepare logs for their woodworking business. This intentional community offers people a rural lifestyle within a supportive environment.



Courtesy of Hope Community Resources

We are honored to have had our values and commitment recognized through the following awards:

- Trailblazers and Innovators Award (US Department of Labor)
- Psychologically Healthy Workplace Award- Best Practices (American Psychological Association)
- Full Community Inclusion Award (American Association on Intellectual and Developmental Disabilities)
- The Mayor's Diversity Award (Municipality of Anchorage)
- The Can Do Award (State of Alaska)
- Psychologically Healthy Workplace Award (Alaska Psychological Association)

LOOKING OUTWARD: EDUCATIONAL AND INTERNATIONAL DIMENSIONS
Our unique values and mission are also communicated as an educational model throughout the US and internationally. In partnership with a number of universities, hundreds of volunteers and practicum students from around the US and the world have come to Hope and learned our philosophy of full inclusion. Many of these international participants have brought Hope's vision back to their own countries. As a result, our vision is recognized within the international community and we have been called upon by a

number of countries to consult on issues regarding intellectual and developmental disabilities. Hope continues to grow and expand its vision through these mutually beneficial relationships.

THE JOURNEY CONTINUES
We are all enriched when communities embrace diversity. Such communities create places where all belong and have the priceless opportunity for unique gifts and talents to be recognized, valued, and celebrated. Our journey began on a pathway of possibilities and today all are invited to walk that road with us as we travel into a future of infinite possibilities.



Courtesy of Hope Community Resources

Recognizing and addressing the issues surrounding intellectual and developmental disabilities is a worldwide concern. Hope has had the privilege of sharing its values and mission through outreach efforts as seen here with Dr. Roy Scheller, Executive Director, on a trip to Ethiopia.



STATE OF ALASKA DEPARTMENT OF PUBLIC SAFETY



Courtesy of State of Alaska Department of Public Safety



Courtesy of State of Alaska Department of Public Safety

The job of ensuring public safety in Alaska is as unique as the state itself. The Department of Public Safety (DPS) is a relatively small agency with the large mission of keeping Alaska's residents and visitors safe as well as protecting the state's abundant fish and wildlife resources—all this in a geographical area one-fifth the size of the entire continental United States.

The department is made up of five divisions: the Alaska State Troopers, Alaska Wildlife Troopers, Fire and Life Safety, Administrative Services, and Statewide Services. DPS also houses the Council on Domestic Violence and Sexual Assault, the Alaska Police Standards Council, and the Alaska Fire Standards Council. These divisions and

councils work hand-in-hand to serve the people of Alaska and to provide support and assistance to other criminal justice agencies.

DPS's sworn officers—Alaska State Troopers, Alaska Wildlife Troopers, Court Services Officers, Village Public Safety Officers, and Fire Marshals—are typically the most visible part of the department. Together, they cover a wide variety of duties that include conducting traffic enforcement in urban areas of the state, trekking through rugged mountain wilderness searching for a missing hiker, sifting through the ashes of a burned building, or surfing through cyberspace to catch an internet child predator. He or she may be walking in snowshoes one day and operating a helicopter, plane, boat, sport utility vehicle, or snowmachine the next.

Preserving the peace, enforcing the law, and conducting search-and-rescue operations are the responsibility of both the Alaska State Troopers and Alaska Wildlife Troopers, but each Division also has its own specific functions. The Alaska State Troopers investigate major crimes and enforce bootlegging and illegal drug distribution throughout Alaska, provide for prisoner transport and courthouse security through Court Services Officers, and keep Alaska's highways safe by their presence on state roadways and through public education campaigns.



The Alaska Wildlife Troopers safeguard Alaska's fish and wildlife resources through statewide patrols of commercial big-game services, commercial fisheries, sport fishing and sport-fish guiding, trapping, and public education.

The Division of Fire and Life Safety conducts fire inspections and investigations, reviews building plans for code compliance, and provides fire training and public-education programs to prevent the loss of life and property from fire and explosion.

Village Public Safety Officers (VPSOs) are essential partners in providing for public safety in some of Alaska's most remote and isolated communities. They generally are the first to respond to local public safety emergencies such as search and rescue, fire protection, emergency medical assistance, crime prevention, and basic law enforcement. The VPSO program continues to expand across the state as a result of Alaska Governor Sean Parnell's "Safe Homes Strong Families" campaign and the "Choose Respect" initiative, which aims to end the epidemic of domestic violence and sexual assault in Alaska by providing a law enforcement presence in every community that wants it.

Law enforcement in Alaska continues to gain international recognition due to the popularity of the National Geographic

Channel's show, *Alaska State Troopers*. Now entering its fifth season, the show highlights the work of the men and women of the Alaska State Troopers, Alaska Wildlife Troopers, and VPSOs against the breathtaking Alaska landscape, and offers a glimpse into the everyday challenges faced by few other law enforcement agencies in the world.

In 2012, DPS's new Scientific Crime Detection Laboratory opened its doors to meet the state's growing criminal justice needs. The laboratory provides forensic support to all law enforcement agencies in Alaska and has enhanced its capabilities through the installation and implementation of new technologies and techniques needed to prosecute a criminal case involving physical evidence. Guided by the motto "where science and truth enable justice" the new crime lab provides more timely forensic analysis to identify the perpetrators of crime, clear the innocent of suspicion, and exonerate the wrongly convicted.

All of these operations and duties require enormous logistical and business support. Without the behind-the-scenes efforts provided by the civilian employees of DPS, sworn officers would be unable to carry out their assignments. The ability for DPS to effectively meet its mission is dependent on the hard work and commitment of each and every one of its dedicated employees.



Courtesy of State of Alaska Department of Public Safety



Courtesy of State of Alaska Department of Public Safety



ALASKA DEPARTMENT OF HEALTH AND SOCIAL SERVICES

The Alaska Department of Health and Social Services has evolved over more than a century as Alaska's federal status changed from District to Territory and finally to Statehood in 1959. When the Organic Act of 1912 re-designated Alaska as a Territory, the Governor also served as Commissioner of Health with the responsibility to gather statistics on communicable diseases and implement quarantine laws. The first office of Commissioner of Health was created by Alaska's Territorial Legislature in 1919.

With statehood in 1959, the first state legislature combined the departments of Health and Welfare and Juvenile Institutions under a new Department of Health and Welfare.

"The Department of Health and Welfare is hereby vested with the duties, powers and responsibilities involved in the administration of the state programs of public health and welfare, including, but not limited to, maternal and child health services; preventive medical services; public health nursing services; sanitation and engineering services; nutrition services; health education; laboratories; mental health treatment and diagnosis; management of state institutions; medical facilities; old age assistance; aid to dependent children; aid to the blind; child welfare services; general relief,

licensing and supervision of child care facilities; and probation and parole supervision."

Currently called the Department of Health and Social Services, the department has refined its broad mission "to promote and protect the health and well-being of Alaskans." In 2014, the department still bears responsibility for nearly all the duties that came with statehood in 1959. Today, the department and its eight divisions focus on three priority areas statewide:

- Health and wellness across the lifespan
- Health care access, delivery and value
- Safe and responsible individuals, families and communities.
- Within these three priority areas, the department's seven core services are to:
 - Protect and promote the health of Alaskans;
 - Provide quality of life in a safe living environment for Alaskans;
 - Manage health care coverage for Alaskans in need;
 - Facilitate access to affordable health care for Alaskans;
 - Strengthen Alaska families;
 - Protect vulnerable Alaskans; and
 - Promote personal responsibility and accountable decisions by Alaskans.



Courtesy of Alaska Department of Health and Social Services



Courtesy of Alaska Department of Health and Social Services

Top: Alaska's public health nurses provided approximately 75,000 health care visits in fiscal year 2012; more than 45,000 of these were to children and young adults, ages from birth to 19 years.

Above: Alaska members of the U.S. Olympic Cross-Country Ski team, Kikkan Randall (left) and Holly Brooks (right), help promote the DHSS campaign, "Play Every Day." As part of the state's Obesity Prevention and Control Program, Play Every Day tackles topics related to youth health, nutrition and physical activity.



An elder on Prince of Wales Island, in Southeast Alaska, shares his knowledge of boating and fishing with a young boy.

Each of the department's eight divisions shares a department-wide service philosophy of delivering the right care to the right person at the right time for the right cost. The department's primary functions include administering Medicaid services for low-income and disabled Alaskans through the Division of Health Care Services, and operation of six Pioneer Homes, located in Fairbanks, Anchorage, Juneau, Sitka, Palmer and Ketchikan. In 2007, the Palmer Home became the first federally certified veterans' home in Alaska. The state-run Pioneer Home system, begun in Sitka in 1913, is unique among states.

The department also provides support services for seniors, disabled Alaskans and vulnerable adults through the Division of Senior and Disabilities Services, and child protection and family preservation programs through the Office of Children's Services.

In keeping with the department's core services, the Division of Juvenile Justice operates youth detention facilities in Bethel, Fairbanks, Juneau, Kenai, Ketchikan, Mat-Su Valley, Anchorage and Nome. The division's services are designed to intervene in entrenched delinquent behavior, help build value systems reflective of the local culture, and restore victims and guide offenders as they transition back into their communities.

The Division of Public Assistance offers basic financial assistance to Alaskans in need, with an emphasis on self-sufficiency. The agency provides basic safety-net services for the poor, and helps individuals and families reach higher levels of independence. By promoting the value of work, the division strives to improve the social and economic well being of its clients.

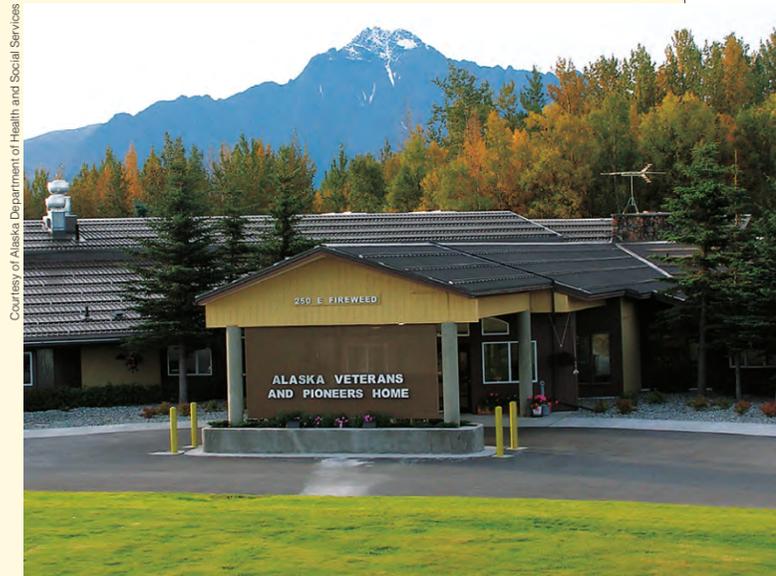
The department's largest division is Public Health, whose mandate includes prevention of epidemics and the spread of disease; protection against environmental hazards; injury prevention; encouragement of healthy behaviors; and disaster assistance.

The eighth division — Behavioral Health — oversees community-based mental health and substance abuse services across the continuum of care (prevention, early intervention, treatment and recovery programs). The division also operates the Alaska Psychiatric Institute, which was built in 1962 with funds allocated by the federal government for the construction of a psychiatric facility and a comprehensive statewide mental health program. When it opened, the hospital ended 58 years of transporting mentally ill Alaskans to Oregon for treatment.

Courtesy of Alaska Department of Health and Social Services



Courtesy of Alaska Department of Health and Social Services



At the Alaska Veterans and Pioneers Home in Palmer, 75 percent of the 79 beds are designated for veterans. Like all state-run Pioneer Homes, the facility provides licensed assisted living care for Alaska residents 65 and older, with three different levels of care, including care for people with dementia.



ALASKA DEPARTMENT OF MILITARY & VETERANS AFFAIRS



U.S. Army National Guard photo by Sgt. Edward Eagerton



U.S. Army National Guard photo by Sgt. Edward Eagerton

Top: Arthur W. Owens smiles after a ceremony at the National Guard armory on Camp Denali, Joint Base Elmendorf-Richardson in 2013. Owens, a veteran of World War II who left the U.S. Army at the rank of technical sergeant, was awarded the Silver Star, the Purple Heart, and five other medals for his heroic actions on Mar. 23, 1945. Owens was authorized the awards during the war, but never received them. With help of the Military Order of the Purple Heart, chapter 593, Owens was finally able to receive his awards after Secretary of the Army John McHugh officially signed them on Aug. 13, 2013.

Above: Participants of the Alaska National Guard 2014 Adjutant General's Match sprint to the 300-meter line during the rifle portion of the competition on Joint Base Elmendorf-Richardson. The TAG Match is an annual event that tests the participants' marksmanship skills in a battle-focused environment. The top performers of the TAG Match are given the opportunity to compete on the national level.

The Department of Military & Veterans Affairs is dedicated to the mission of "Securing the State, Defending the Nation." More than 4,300 professionals within the Army National Guard, Air National Guard, Homeland Security & Emergency Management, Alaska Military Youth Academy, Veterans Affairs, Administrative Services, Alaska Aerospace Corporation, Alaska State Defense Force, and Alaska Naval Militia work diligently to ensure the safety, security and future success of Alaska and its people.

ALASKA NATIONAL GUARD
The Alaska National Guard is a premier force; driven by core values; empowered by trust, dignity, and respect; ready and relevant for service to the state and nation. The nearly 4,000 highly trained, dedicated airmen and soldiers live in nearly every community across Alaska. They fight in America's wars, protect our homeland, and build global and domestic partnerships.

The 176th Wing is based out of Joint Base Elmendorf-Richardson, with an additional detachment at Eielson Air Force Base. The wing's missions include combat search and rescue, tactical airlift, strategic airlift, air control, and rescue coordination. The 168th Air Refueling Wing is based out of Eielson AFB with a mission to train and equip KC-135R Stratotanker aircraft

combat crews to provide air refueling in support of Pacific Air Forces Operations and worldwide refueling taskings.

The Alaska Army National Guard headquarters is located on JBER. The AKARNG's two major subordinate commands are the 297th Battlefield Surveillance Brigade and the 38th Troop Command. The 297th BfSB conducts intelligence, surveillance, and reconnaissance operations and performs defense support to civil authorities for the state. The 38th Troop Command is composed of multiple units including a public affairs detachment, civil support team, contingency contracting team, regional training institute, ground-based midcourse missile defense battalion, military police battalion, aviation battalion, recruiting and retention command, and a medical command.

The AKNG is a military team where we are challenged by tough training to build warriors who are ready for real-world contingencies.

DIVISION OF HOMELAND SECURITY & EMERGENCY MANAGEMENT
Alaska's Division of Homeland Security and Emergency Management provides critical services to the State of Alaska to protect lives and property from terrorism and all other hazards, as well as provides rapid recovery from all disasters.

The homeland security mission coordinates with local, state, and federal agencies to assure the safety and security of all citizens when it comes to potential terrorist attacks. Personnel who work in emergency management assist local governments in responding to and recovering from natural or man-made disasters; they also work with communities on mitigation issues to lessen the effects sustained by a community when a disaster occurs. The State Emergency Operations Center works with local governments in times of disaster to coordinate state assets needed to assist affected communities.

VETERANS AFFAIRS
The Alaska Office of Veterans Affairs serves as the primary advocate for Alaska's veterans and strives to help veterans and their families improve their lives. From helping veterans to file claims for education, medical, or other benefits to assisting them in obtaining earned military awards, the Office of Veterans Affairs endeavors to help all veterans access the benefits they've earned.

ALASKA MILITARY YOUTH ACADEMY
The Alaska Military Youth Academy's ChalleNGe Program is designed to meet the life coping skills and educational needs of 16-to-18-year-old Alaskans.

The 22-week residential program is based on the traditional military training model. Cadets learn life coping skills and academic excellence while they work toward completing their GED or high school diploma.

ALASKA AEROSPACE CORPORATION
The Alaska Aerospace Corporation has a spaceport launch facility on Kodiak Island that provides access to space for commercial and government interests. The DMVA commissioner maintains a seat on the Board of Directors and DMVA provides administrative oversight for Alaska Aerospace.

ALASKA'S STATE DEFENSE FORCE AND NAVAL MILITIA
The Alaska State Defense Force is a modern, professional state military reserve comprised of volunteer citizen soldiers who provide support services to the DMVA for exercises and in preparation for real-world, state-level contingencies. During state disasters, the Alaska Naval Militia adds depth in the communications, logistics, and transportation areas in direct support to the department's emergency management functions.

The DMVA's diverse missions and activities, carefully and skillfully blended by dedicated professionals, benefit America's and Alaska's defense posture.



U.S. Army National Guard photo by Sgt. Balinda O'Neal/released



U.S. Army National Guard photo by Sgt. Edward Eagerton

Top: Alaska Army National Guardsmen from 1st Battalion, 207th Aviation Regiment, prepare an Alaska Army National Guard UH-60 Black Hawk helicopter for takeoff after refueling near Big Lake Aug. 6. The AKNG's 1-207th Aviation Regiment assisted 4th Infantry Brigade Combat Team (Airborne), 25th Infantry Division, in a joint day-long water-landing airborne operation.

Above: Cadet Jennifer Oblund, of Trail, Oregon, recipient of the ChalleNGe award, stands at attention during the graduation ceremony of class 2014-01 of the Alaska Military Youth Academy's ChalleNGe program at the Dena'ina Center in Anchorage, Alaska, in February 2014. One hundred thirty-seven cadets graduated from the 22-week residential phase of the program, which focused on academics, military-style discipline, physical fitness, vocational training, and service to the community. Upon graduation, the cadets take part in a yearlong post-residential phase where graduates return to their communities to enter the workplace, continue their education, or enter the military.



RESOURCE DEVELOPMENT COUNCIL FOR ALASKA, INC.

Fifty-five years ago, Congress was faced with yet another vote on Alaska statehood. Politicians doubted the northern territory could build an economy and contribute to the union. Alaskans joined together to convince Congress that the development of Alaska's vast natural resources could establish and sustain a strong private sector economy. Washington responded by adding a 49th star to the American flag.

Today, Alaska produces resources that decrease America's dependence on foreign countries and provide jobs and incomes that have powered Alaska's five decades of economic expansion. The Resource Development Council for Alaska, Inc., (RDC) recognizes that Alaska's natural resources are the most fundamental element of the state's economy.

RDC is an Alaska-based business association comprised of individuals and companies from the oil and gas, mining, tourism, fishing, and timber industries, as well as Alaska Native corporations, local communities, organized labor, individuals, 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 natural resources.



Photo courtesy RDC

RDC advocates for policies at the state and federal level that balance legitimate environmental concerns with the equally legitimate need for resource development. We remind federal policymakers that Alaska was allowed to join the union because of the expectation that the development of our vast natural resources would sustain our economy.

Key challenges facing resource development in Alaska are commonalities that unite RDC members. These common interests include infrastructure development, reasonable environmental regulations and standards, access to rich natural resource deposits, and government policies, which can encourage or discourage development.



Photo by Judy Patrick

RDC is actively engaged in virtually every resource development project in the state and our members continue to set the standard for how responsible development occurs.

Top: The most recent harvest records indicate the total value of seafood from Alaska was \$2.3 billion, up 29 percent from the year prior.

Above: A resurgence in Alaska's oil and gas sector is leading to new investment, new jobs, and new production, which means more long-term revenues to the state.



Trees are a renewable resource, providing jobs, wood products, and biomass energy to Alaskans.

Through focus on environmental stewardship, worker safety, and fiscal responsibility, RDC's diverse membership helps steer the path to making sure things are done right, something in which all Alaskans take pride.

Much of RDC's efforts are directed at improving the business climate for Alaska industries. A healthy business climate is essential if Alaska is to attract the capital necessary for the development of resources and the expansion of the economy.

RDC works on issues that affect all resource sectors, spending considerable time with state and federal government agencies to secure reasonable standards and regulations that all must follow. It's vital that these standards and regulations are economically feasible and based on good science.

Because of its broad diversity and statewide reach, RDC frequently coordinates efforts directed at reaching a consensus among diverse private sector interests on specific issues. When consensus is achieved, RDC will take specific points of agreement on a particular issue to the appropriate state, federal, or legislative body. Government agencies are more responsive and receptive to a product that evolves from a consensus-based process, increasing the likelihood for success in moving projects forward and influencing public policy.

Please visit RDC's website to obtain the latest news and information relating to Alaska's resource industries. Here, one can view historical articles published in the Resource Review newsletter dating back to 1978. One can also sign up for RDC information and alerts. The site also includes extensive updates on each of Alaska's main industries, as well as RDC comment letters on major projects and issues. Follow RDC on Twitter and Like RDC on Facebook.

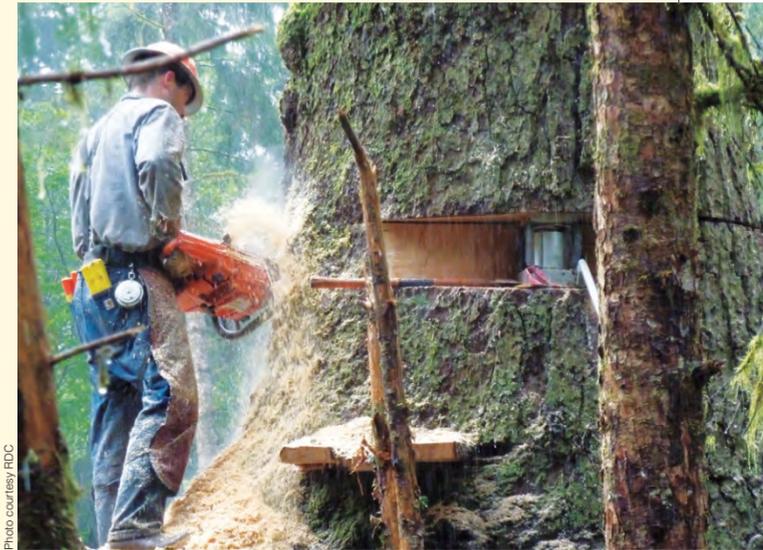


Photo courtesy RDC



Photo courtesy Sumitomo Metal Mining Pogo LLC

The Pogo Gold Mine is located south of Fairbanks.



ALASKA NATIVE VILLAGE CEO ASSOCIATION



Courtesy of Alaska Native Village CEO Association (ANVCA), iStock



Courtesy of Alaska Native Village CEO Association (ANVCA)

Top: Mt. McKinley, also known by its Native name of Denali, is located in the Alaska Range. It is the highest mountain in North America.

Above: Humpback whales can be found summering in the nutrient-rich waters of Alaska. When humpbacks breach, they throw themselves completely out of the water in a fantastic display. They are found in the waters of the Bering Sea, Aleutian Islands, Prince William Sound, Glacier Bay, and the Inside Passage.

The Alaska Native Village CEO Association, ANVCA, was founded in 2007 by Maver Carey. ANVCA is an organization that works to provide economic, educational, and cultural benefits to Alaska Natives through their village corporations. ANVCA advocates for policies that benefit and protect the interests of Alaska Native village corporations with local, state, and federal governments. Carey's inspiration to start ANVCA came from conversations with other chief executives facing similar situations to her own. The goal was to build a network of mutual support and technical assistance to help Native village corporations become successful.

Under the Alaska Native Claims Settlement Act, passed by Congress in 1971, Alaska Natives received title to 44 million acres of land. The Act also established 12 regional and approximately 200 village for-profit corporations. The village corporations represent communities in different geographic areas across Alaska. Each corporation has priorities and challenges specific to its organization and the shareholders it serves.

Membership in ANVCA allows village corporations to unite so that they can improve the effectiveness of their work and help Alaska Natives sustain their home communities, cultures, and traditional lifestyles. ANVCA's mission is to provide services that will improve the efficiency, profitability, and stability of its member corporations. ANVCA continues to grow and is a strong resource and advocate for all Alaska Native village corporations.



ALASKA TRAVEL INDUSTRY ASSOCIATION

The Alaska Travel Industry Association (ATIA) is Alaska's leading industry organization for travel-related businesses and supporters. Made up of over 600 members representing businesses both large and small across the state, ATIA works to increase the economic impact of tourism in Alaska and is the respected voice of the industry, advocating on behalf of our members on issues impacting businesses and communities. We connect businesses to tourism-marketing opportunities available through the State of Alaska's tourism-marketing program and develop statewide training and networking opportunities for members and travel businesses.

ATIA is dedicated to promoting and ensuring that Alaska remains as a top visitor destination. Our members work to market and produce world-class tour itineraries and one-of-a-kind products that garner attention from visitors across the globe. In 2013-2014, Alaska welcomed more visitors than ever before—1,966,700 people—creating billions in increased economic impact for the Alaska economy.

ATIA members come from every sector of the visitor industry and work to communicate and promote the Alaskan tourism industry as one of the state's major economic forces.



Courtesy of ATIA, Photo by Jody Overstreet

ATIA members are looked to by elected officials and thought leaders as respected private-industry voices of tourism policy and planning. Through our strong relationships with partners at the federal, state, and local levels, ATIA is working to ensure the visitor industry continues to grow and thrive. Our industry consistently supports efforts to grow the Alaska economy through job creation and increased local investment, while remaining attentive to care for the environment, recognition of cultures, and Alaska's unique quality of life.

Over the past few years, ATIA has gone through dynamic changes that have brought new life to the association and Alaska's visitor industry. Now more than ever, Alaska's visitor industry is poised to grow and flourish under ATIA's new leadership. And through the



Courtesy of ATIA, Photo by Clark Mishler

ongoing support of its members and partners, today the association is the leading nonprofit trade organization for the state's tourism industry. ATIA has reached beyond its initial goals to ensure the continued success, quality, and integrity of the travel industry in Alaska, and has become a cornerstone of the Alaska visitor industry.