

Fairbanks Economic Development Corporation

Annual Report 2009

*FEDC is creating the standard in Economic
Development and Growth for our community
and developing the plan to achieve it
Because Hope is NOT a strategy*

Letter from the President

"Success doesn't come to you...you go to it,"

educator Marva Collins

Energy, enthusiasm and a can-do spirit; as you read this Fairbanks Economic Development Corporation (FEDC) annual report you will see it on every page.

At FEDC we roll up our sleeves and go about the work of **creating the standard for** economic development for our region and for our state. We look for new opportunities to create jobs and increase Interior Alaska's standard of living. We do this because **hope is not a strategy** and faith in the future goes only as far as the effort put into making it brighter.

At FEDC we accept success only as a challenge to build upon. In 2008, more and more of our work centered on lowering the cost of energy in Interior Alaska. Our community and region saw skyrocketing fuel prices. While heating costs came down to a more reasonable rate toward the end of the year, the message from last summer and winter are clear. Fairbanks needs cheaper energy and new alternatives for fuel...today. Rather than look to the future of a potential gas pipeline, which is at least a dozen years away, FEDC went to work to find immediate options.

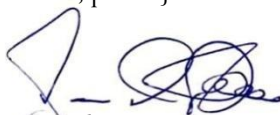
- FEDC facilitated construction of a new Superior Pellet Fuels wood pellet production facility in Fairbanks. It will create more than a dozen year round jobs and will produce more than 2 million dollars of economic impact annually, while manufacturing a cost effective, clean burning fuel with low environmental impact.
- With Fairbanks North Star Borough Mayor Jim Whitaker and U.S. Senator Ted Stevens, FEDC hosted the Interior Alaska Strategic Energy Solutions Summit. The summit took a look at a proposed biomass/coal to liquids project for Fairbanks.
- FEDC contracted with the Toronto-based engineering firm Hatch Ltd. on a successful feasibility study of a biomass/coal to liquids plant. The second feasibility study is being considered and has a \$10 million congressional appropriation to the Air Force to pay for the study.
- FEDC created an In-State Natural Gas Distribution Task Force that developed a report examining the existing public in-state gas line proposals and recommends actions including more state leadership.

Energy is far from the only area we work on. Other areas where FEDC helped grow economic opportunities are:

- The University of Alaska Fairbanks, where new Chancellor Brian Rogers renewed focus on economic development by hiring an Economic Development Coordinator to oversee internal UA activities and serve as UA's liaison to the community's other economic development entities.
- Cold Weather Testing, where Fairbanks housed more than 5 automotive companies looking to pass certifications and test new products and parts in our extreme conditions. FEDC also facilitated three visits by Honda, who is looking to extend their winter testing period.

As you will see in this report, at FEDC we do a lot with a little. We may be small in numbers, but we are not petite when it comes to product. I am proud of the work my staff has done over the last year and I am grateful of the direction given by the FEDC Board of Directors.

The economic health of our community is everyone's responsibility and waiting for others to decide our economic future should not be acceptable. At FEDC we can help grow a strong economy, but our success depends on you. Your recognition that collectively we can brighten our economic future will make a difference. We need your voice, your time and your support. Henry Ford said, "If you think you can, you can. And if you think you can't, you're right." We believe we can, please join us.



Jim Dodson,
FEDC President and CEO

A Word from the Chair



Your FEDC board, staff, and Interior Issues Council members have worked hard this year to promote and improve our Greater Fairbanks area economy. Our various projects and taskforces have researched and made recommendations regarding energy alternatives, natural gas alternatives, forestry, our Interior Alaska military, cold weather testing, rural outreach, and new business acceleration. We have participated in trade shows; developed, produced, and distributed targeted marketing information and brochures promoting Interior Alaska; and we have either partnered or participated with other organizations, including the University of Alaska, the Fairbanks North Star Borough, and other economic development organizations in order to promote economic development in Interior Alaska.

Thank you for your supporting FEDC, and for your commitment to make Interior Alaska a better place for us all.



Steve Lundgren,
Chair, FEDC Board of Directors

From Our Mayors



“In leading the charge for developing energy solutions for our community, the Interior and the State, FEDC has demonstrated a determined effort to find a 21st century solution for Fairbanks. FEDC’s efforts to maintain a stable economy have been a success.”

FAIRBANKS NORTH STAR BOROUGH MAYOR JIM WHITAKER



“When it comes to jobs and a better standard of living for our community, hope is not a strategy. The Fairbanks Economic Development Corporation plans and produces growth for our economy. Their strategy gets the job done.”

FAIRBANKS MAYOR TERRY STRLE



“As we work to create a stronger economic identity and increase job growth in North Pole; the Fairbanks Economic Development Corporation as a regional catalyst is a vital foundation and mentor to our fledgling North Pole Economic Development Corporation. We will continue to need both entities to work the issues. Simply put, FEDC does its job well.”

NORTH POLE MAYOR DOUG ISAACSON

Fairbanks Economic Development Corporation

Annual Report

Mission and Goals

All of our projects at the Fairbanks Economic Development Corporation (FEDC) are intended to create new economic opportunities and jobs throughout Fairbanks and the Interior.

4-4-5

4 years
4,000 jobs
\$50,000

To **SET THE STANDARD** in economic growth and provide leadership in promoting investment and sustainable development, we are committed to **4-4-5**.

4-4-5 calls for an increase of four thousand jobs (4) over the next four years (4) that pay \$50,000 or more per year (5). FEDC is working to promote a positive business development environment and to grow the economy in Interior Alaska. By growing the Fairbanks economy FEDC is helping develop new jobs and allowing current businesses to offer existing employees a higher wages.

To do this, we:

- foster a strong economic environment that supports businesses and nurtures growth, wealth and new investment in the region
- actively attract new businesses by supporting and facilitating new employment opportunities for Interior Alaska
- serve as a liaison between public and private economic development activities that support the achievement of economic development goals

FEDC 2008 Board of Directors

Steve Lundgren, Chair

Executive Vice President, Denali State Bank

Dan Gavora, Vice-chair and Secretary

President/CEO, Golden Heart Utilities

Damian Thomas, Treasurer

Business Representative, Laborers Local 942

Terry Strle

Mayor of the City of Fairbanks

Jim Whitaker

Mayor of the Fairbanks North Star Borough

Jack Wilbur

Chair of the Greater Fairbanks Chamber of Commerce

Cynthia Henry

Owner, HOPS Hallmark

Jack Hebert

President/CEO, Cold Climate Housing Research Center

Tony Johansen

Great Northwest

Carol Lewis

Dean, School of Natural Resources and AG Sciences, UAF

Amy Cook

Carlile Transportation

Ex-Officio Members

Jesse VanderZanden

Director, Fairbanks International Airport

Joe Austerman, representing Emil Notti

Office of Economic Development,
Dept. of Commerce, Community
and Economic Development

Mike Musick

Fairbanks North Star Borough Assembly

Steve Haagenon

Director, AIDEA/AEA

The FEDC Team

FEDC maintains a staff dedicated to building a strong foundation for the economy of Fairbanks, the Interior and the State. Each team member brings their own strengths, experiences and most importantly, a commitment to FEDC and our community.



Jim Dodson, *President & CEO*

Jim holds a Bachelor's of Business Administration from the University of Alaska. His military (US Army, 5th Special Forces Group) and business background as well as his faith in the Fairbanks community provide the leadership and development skills necessary to build a foundation for the Fairbanks economy.



DeLaina Storhok, *Executive Assistant / Fiscal Manager*

DeLaina graduated Summa Cum Laude from the University of Idaho with a Bachelor of Science in Sociology, a member of Phi Kappa Phi, Alpha Kappa Delta International Honor Society as well as Golden Key Honor Society. Her professional experience includes more than 11 years in non-profit program management, community development and over 6 years of non-profit fiscal management. Currently, DeLaina serves FEDC as Executive Assistant to Jim Dodson, as Fiscal Manager and works with the Interior Issues Council.



Cassie Pinkel, *Project Manager*

Cassie joined FEDC in January of 2006 as an intern from the University of Alaska Fairbanks. While in attendance at the University of Alaska Fairbanks, Cassie was a member of the four time national championship rifle team and an active student in the UAF Honors Program. Upon earning her BA in Marketing, cum laude and with honors she took on a fulltime position as a Project Manager for FEDC. Cassie's projects include Cold Weather Testing, Forestry, Rural Outreach and KIN.



Jomo Stewart, *Project Manager*

Jomo is a graduate of the University of Alaska Fairbanks and holds a Bachelors of Arts in Political Science. His professional experience includes Chief of Staff within the Alaska State Legislature, multi-unit housing property management and Communications Director for the Alaska Gasline Port Authority. Jomo is FEDC's Project Manager for Energy and Business Acceleration.



Reinhard Neuhauser, *Community Economic Modeling Specialist / Project Manager*

Reini holds a Bachelor's degree in BA Economics and a Master's of Business Administration (MBA) from the University of Alaska. In addition, he has several years of experience as a research analyst, project manager, and consultant for various companies and FEDC. He is also a former international and NCAA Ski racer and the head coach for the Fairbanks Alpine Ski Club, a non-profit youth skiing program. Reini currently is FEDC's Community Economic Modeling Specialist and works on a comprehensive Input/Output Model of the FNSB economy, and performs a variety of economic impact analysis.



Charles Fedullo, *Consultant*

Charles Fedullo began his professional career as a television reporter and anchor in Philadelphia. Then he made what he considers to be the best decision of his life: to move to Fairbanks. An award-winning broadcast journalist, he worked as a reporter, anchor and news director for almost a decade before coming to UAF. Formerly a press aide to Gov. Tony Knowles, Fedullo currently runs the Broadcast Journalism program at UAF and enjoys his ongoing consulting role at FEDC. He is married to Shannon McCarthy and they have three children, Tony, Callahan and Quinn.

FEDC Projects

Alaska Technology Business Accelerator (ATBA)

Developing our community's entrepreneurial endeavors and University research

In early 2008, FEDC finalized the project "Leveraging University Research and Accelerating Regional Economic Development through Technology Transfer and Commercialization". A two part project, the report assesses University progress in Intellectual Property (IP) and Technology Transfer since 2004, as well as comparing University efforts and outputs regarding IP & Technology Transfer to other research institutions. The findings include recommendations on how UA and the community can foster an entrepreneurial culture to utilize University assets; and includes an up to date "road map" to guide the University towards greater contribution to Fairbanks' and Alaska's economic development.



The project wrapped up in time to be included in UAF Chancellor Brian Rogers' transition team discussions. One result is the appointment of Paul McCarthy to the position of UA Economic Development Coordinator to oversee internal UA activities on economic development and serve as UA's liaison to the community's economic development entities.

KIN

Knowledge Industry Network

As part of FEDC's Accelerator project, the KIN was originally launched in Juneau by the Juneau Economic Development Corporation. Since then, KIN has spread to five communities across Alaska. KIN is a monthly networking meeting to bring young business people, entrepreneurs, small business owners and seasoned business professional together to network, mingle, meet new people and make connections. KIN creates a diverse network of people so that entrepreneurs can talk to a local marketer or financial institution or loan officer, and promote internships between UAF students and local business, as well as help people make connections about jobs and potential clients.



Fairbanks KIN is run by FEDC in partnership with the UAF Alumni Association. Through the general discussion and participant interest at KIN, the FEDC KIN coordinator pulls together monthly speakers and activities to generate discussion, build awareness and educate attendees on business development. Each meeting has an average attendance of about 20 participants as it travels to locally owned businesses in the Fairbanks community. Since the establishment of the Fairbanks KIN in March of 2007 FEDC has held 16 KIN events and generated a mailing list of over 190 individuals.

Cold Weather Testing

Establish Fairbanks as America's most affordable, reliable and accessible cold weather test site

Cold weather is not only a way of life in Fairbanks but also a great natural asset. It is to the economic benefit of the Fairbanks community to continue to build a unique market for testing. This year alone Fairbanks housed five automotive companies pursuing certifications and testing new products and component parts in our extreme cold weather conditions. In addition, FEDC facilitated three visits by Honda executives, test drivers and engineers, who are looking to extend their winter testing period.



Annually, FEDC partners with the Cold Regions Test Center (CRTC) to attend and promote Interior cold weather testing at SAE World Congress and the annual North American Test Expo in Detroit, Michigan. These trade shows (with attendances in the upwards of 30,000) allow FEDC to make contact with over 6,000 attendees creating,



an average of 150 leads resulting in about 10 solid contacts each show. In December 2008 Ford tested in Fairbanks and at the CRTC test track facilities. This was a company that we made contact with through our efforts at these annual trade shows.

Every year FEDC updates our cold weather test brochure for the automotive industry sporting our newest weather data as well as an extensive look at our network of cold weather testing capabilities. These collateral pieces are sent as part of our response package to inquiries and we distribute them by the hundreds at trade shows.

Community and Economic Modeling

Developing a comprehensive regional economic analysis of the Fairbanks North Star Borough economy

The focus of community economic modeling has been the development of a comprehensive economic analysis of the Fairbanks regional economy. The study area was defined by the political boundaries of the Fairbanks North Star Borough. The modeling software of IMPLAN (Impact analysis for Planning), developed by the USDA Forest Service, was used to estimate the impacts of specific industries, and economic changes on a state, borough, or community level.

FNSB and FEDC have interest in a close and comprehensive economic overview of all industry sectors and major businesses of the Borough. Sound economic development strategy and policy making is based on an understanding of the regional economy and its extensive relationships with numerous players, linkages, leakages, and trade flows.

The resulting Input-Output Model gives cues to more effectively target areas where improvement is needed and predicts the impacts of potential new industry and businesses in the Fairbanks area. Further, it is a critical instrument for impact analysis and formulation of future economic development strategies, and policies and will enhance decision making of local economic development officials and Fairbanks representatives.

The efforts and time spent to enhance the accuracy and quality of regional economic data is a direct benefit to making better economic development decisions, and further benefits all Fairbanks residents by preparing our economy for the challenging times ahead.

Energy

Working to reduce the cost of energy in our community to provide a better quality of life for our residents and local businesses

During 2008, FEDC reaped the rewards of some of its past efforts in the energy arena and continued pursuing a number of initiatives aimed at reducing and stabilizing the cost of energy, diversifying the energy portfolio and increasing employment opportunities for Interior residents.

Early 2008 saw a number of the recommendations of the Cost of Energy II Task Force brought to fruition. Specifically, its recommendation that the state make funds available to reimburse home owners for installing enhanced weatherization and energy efficiency materials was passed by the Alaska Legislature with an appropriated \$100 million dollars for that purpose. Also the state created a Renewable Energy Grant Fund to help finance renewable and sustainable energy projects across Alaska, particularly Interior and Rural Alaska. Finally, the Chairman of the Task Force, former-GVEA President Steve Haagenson now serves as Governor Palin's Director of the Alaska Energy Authority and implements the energy resource identification & assessment process created by the Cost of Energy Task Force in Fairbanks.



In 2008, FEDC signed a contract with the Toronto-based engineering firm Hatch Ltd. for a pre-feasibility study. In October, that study confirmed the technical feasibility of housing a Biomass/Coal/Gas-to-Liquids synthetic fuel

production facility in the Interior. FEDC, in conjunction with the FNSB and the Office of Senator Ted Stevens, hosted an Energy Summit of federal, state, local and international participants in Fairbanks. As a result of the summit, the Air Force received a \$10 million congressional appropriation for the Fischer-Tropsch Project.



Other Energy Initiatives pursued in 2008 included assisting the FNSB, Cold Climate Housing Research Center and Alaska Housing Finance Corporation with the foundation of the home energy efficiency and retrofit PORTAL, and acting as facilitator for the June "Energy Now" Rally which brought visiting legislators together with over 800 Fairbanks residents concerned with the unsustainably high cost of energy. At the end of 2008, FEDC, with the support of the Interior Issues Council Taskforce, reconvened the Cost of Energy Task Force to analyze infrastructural requirements associated with its 2007 Fairbanks Energy Plan. FEDC also convened the Instate Natural Gas Distribution Task Force to analyze instate natural gas distribution options and their relation to both available gas supplies and potential to satisfy current and future instate gas market demand. Reports from both Task Forces were completed in early 2009 and are available for review.



Forestry

Utilizing a local, readily available and renewable natural asset to create high paying jobs and value-added products for our community

2008 was an exciting year for value-added forest product development in the Interior. After the completion of feasibility studies, market surveys and facilitating various business trips, FEDC proudly announced in early February the plans for Superior Pellet Fuels LLC to build their 10,000 sq foot wood pellet plant here in the Fairbanks area.



The Superior Pellet Fuels plant provides the Interior a locally produced product which is currently imported. The plant will create between 12 to 15 full time jobs paying livable wages. Those dozen or so jobs don't account for the jobs created through raw material collection, pellet stove sales, installation, and maintenance. The economic impact of the plant will be more than \$2 million annually. The fuel produced will offer an alternative renewable fuel source as well as cleaner burning wood fuel. Eventually we hope the use of this fuel will grow to replace older wood stoves and boilers helping Fairbanks reach its PM2.5 EPA standards.

FEDC continues to promote Interior forest product development potential through marketing venues and advertisements as well as on a website timberbuysell.com. These efforts allow FEDC to reach an estimated 217,000 manufacturers, mill owners, entrepreneurs and individuals.



This spring brings the completion of the Interior Forestry Inventory update. The inventory will allow FEDC and the Alaska Department of Natural Resources, Division of Forestry to promote sustainable forest product development. FEDC's focus is to promote value-added wood products in the Interior, allowing more price competition within our community and the creation of local jobs.



Interior Issues Council (IIC)

Letting OUR community choose our direction



The Interior Issues Council (IIC) is a community driven organization that acts as a “Think Tank” for Fairbanks and all of Alaska. FEDC established the IIC in 2006 as a non-partisan, pro-Interior forum to collaborate across personal interests and party lines to address priorities in our community. It is truly dedicated to the idea that our community should shape the future of Fairbanks.

A few highlights from 2008 include:

- The Cost of Energy Taskforce recommendations being implemented by the Alaska Legislature. One such recommendation was to make State funds available to reimburse home owners who take steps to reduce energy consumption through weatherization, enhancing energy efficiency in homes and buildings. In addition, the state created a Renewable Energy Grant Fund to help finance renewable & sustainable energy projects across Alaska, particularly Interior and Rural Alaska. Since then, the cost of Energy Taskforce has reconvened, and tasked itself with evaluating the infrastructure needs of implementing the Fairbanks Energy Plan.
- The Instate Natural Gas Distribution Taskforce was convened to analyze in-state natural gas distribution options and their relation to both available gas supplies and potential to satisfy current and future instate gas market demand.
- The Education Taskforce began its pursuit of evaluating our educational system and the community's perspective. Over 150 people attended the Education Town Hall Meeting on January 26th. Since then, groups have met and a website has been created to facilitate communication.
- February saw the inaugural meeting of the Climate Change Taskforce; evaluating the effects of climate on Fairbanks and the Interior and developing the 5 milestone plan as set forth in borough ordinance. The Community Economy Taskforce continuing its work creating a vision for our community



FEDC supports the Interior Issues Council for many reasons, however, first and foremost is the dedication to the idea that the community should shape the future of Fairbanks and become a driving force for developing the Fairbanks and Interior Alaska the way residents envision.

Regional Development / Rural Outreach

Re-establishing Fairbanks as the economic, social and cultural hub for Interior and Western Alaska

FEDC continually works to reinforce Fairbanks and the Interior as the hub for our Northern rural communities. Alaska's rural communities are a vital part of our states culture and history. In efforts to bring rural and urban communities together FEDC continually looks for avenues that will help rural residents save money on shipping and ordering, promote business to business relationships and encourages face to face interactions amongst Interior businesses and rural residents. FEDC strives to promote growth between Interior business and rural communities by promoting better and specialized customer service, an understanding for shipping cost and logistics as well as a basic understanding of rural customer wants and needs. FEDC utilizes annual trade missions, an Interior toll free directory and the Certified Bush Friendly program to promote business and relationships between communities.

“Thank you so much for the 1-800 directories you send out. I was able to use it and help my family find places to stay and shop when they were in Fairbanks!”

-caller from Barrow

In 2008 FEDC in partnership with the Greater Fairbanks Chamber of Commerce conducted two trade missions the first to Nulato and the second to Nenana. The purpose of these two trips was to promote relationships between Fairbanks and the community by bringing local businesses, organizations and residents together. FEDC specifically brought GVEA to Nenana in order to build awareness on energy savings. 2008 was the

second year that FEDC has distributed Interior Local Toll Free Directories. These directories are sent to nearly 11,000 Northern rural residents. The directories promote the use of Interior businesses by providing toll free numbers allowing rural residents to call Fairbanks businesses without long distance charges. This year the directory was also used to promote FEDC's newest program, the "Certified Bush Friendly" program.

In the early fall of 2008 FEDC launched the "Certified Bush Friendly" program. The program was developed with several goals in mind. First to promote the idea within Fairbanks businesses that serving rural customers is an ideal way to grow their customer base, second; how to provide excellent customer service tailored to the needs of rural residents, and third; to demonstrate to rural residents how important their business is and that we are taking extra steps to ensure that they have a positive experience using Interior businesses.



FEDC is advertising the "Certified Bush Friendly" program in rural areas to promote logo recognition and to spread the word of the economic benefits of being bush friendly. In addition, FEDC is promoting "Certified Bush Friendly" in the Interior to increase participation of local businesses in the program. Participation requires that businesses create and commit to an action plan that will increase their ability to better serve rural residents. Upon completion each

business is allowed to "stamp" themselves "Certified Bush Friendly". Each business is then listed on our website www.CertifiedBushFriendly.com, given use of the "Certified Bush Friendly" logo to use on their own marketing material and receives stickers and window decals to help identify them as a "Certified Bush Friendly" business.

FEDC also advocates against increasing bypass mail rates and strives to develop relationship with local carriers and rural communities in order to promote the growth of regional trade and cargo shipping.

Military

Retaining current military activity and attracting new military resources to our region

The Department of Defense (DOD) is the number one employer in the State of Alaska, with a payroll of over \$700 million per year; that Military employment alone contributes \$800 million annually to the Fairbanks economy. FEDC supports the military industry and engages both the community and the military command in an effort to retain the current military activity and attract new military resources to the Fairbanks area.

FEDC serves as an advocate and a liaison in the Fairbanks area to promote development on and around military installations in Interior Alaska. FEDC has participated in the Base Realignment and Closure (BRAC) process, Red Flag Alaska, improving targeting arrays, future missions, Fort Wainwright privatization (utilities and housing), on and off post housing, the Alaska Railroad realignment, access to training areas, and other Interior Alaska military needs.

One result of FEDC's work with the military is the inclusion of several Fairbanks area contractors in the Multiple Award Task Order Contracting (MATOC) process. Prior to 2009, Fairbanks contractors have been neglected and unable to partake in this process, which has the potential to bring millions of dollars into the Fairbanks economy.

FEDC works not only with local and state officials, we also work on a high level nationally to develop policy and facilitate positive relations with the military, working to guarantee military longevity in Alaska. FEDC is working with local, state, and military officials to develop a 3-D Airspace Model to ensure that military training space is available while at the same time provide necessary access for Alaska's commercial and recreational needs. The model has the potential for use nationally.

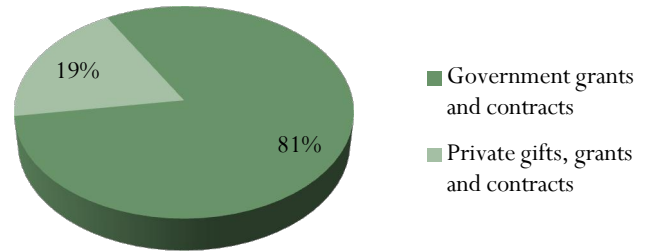


FEDC Financial Information

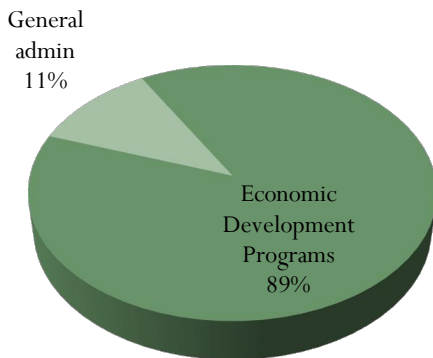
Using our funding effectively

In Fiscal Year 2008, Fairbanks Economic Development Corporation undertook a new project and received an additional \$550,000 in project specific grants for the year. This nearly doubled both our total revenues and expenditures for the year. However, it should be noted that this increase is not anticipated to continue after FY 2008. In 2008 Corporate sponsorships appear to be down from the previous year's, though it should be considered that during FY 2007, FEDC led an educational and economic development project entitled "Space Days" which elicited project sponsorships totaling over \$35,000. When this is allowed for, the corporate sponsorship levels remained stable from FY 2007 to FY 2008.

Where our Money Comes From

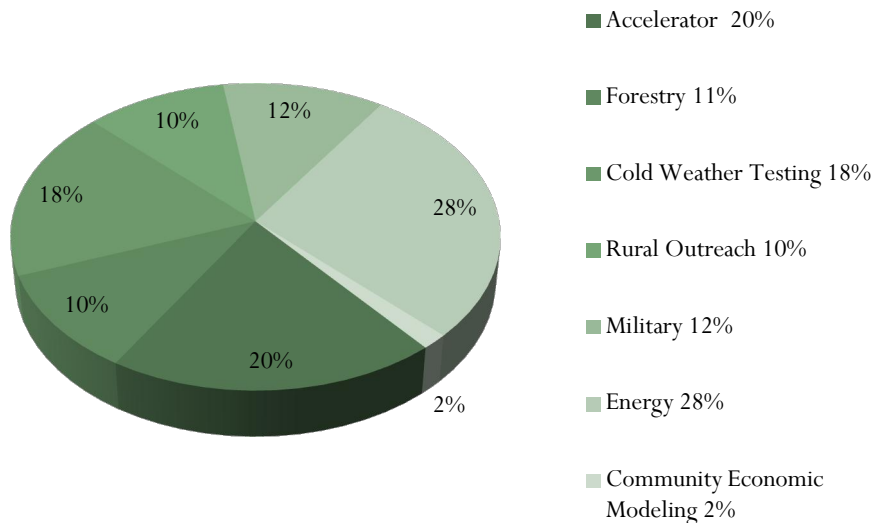


How we use Our Funds



Another thing we are happy to report that nearly 90% of our total dollars spent went to program services and that our general administrative costs were only 11%. And as you are able to see in the project reports, we have had quite a successful year!

Nature of Our Programs



*this does not include the Biomass/Coal to Liquids Funding

The full financial statements, audited by Richards, Johnson & Granberry, LLC, are available upon request by calling 907-452-2185 or e-mailing fedc@ak.net.

Statement of Activities

	<u>2008</u>	<u>2007</u>
Changes in unrestricted net assets		
Revenues, gains and other support		
Grants from FNSB	608,303	362,021
State of Alaska contracts	-	34
State of Alaska	330,656	66,806
City of Fairbanks	80,000	50,000
Corporate Sponsorships	98,125	138,209
Other	21,773	18,492
Interest	<u>136</u>	<u>580</u>
Total Revenues	189,823	175,608
Expenses		
Professional Fees	600,305	97,296
Payroll, Taxes & Benefits	339,526	326,045
Promotion	68,233	131,589
Travel and Perdiem	26,942	22,371
Telephone	10,329	9,331
Office and Supplies	9,516	7,783
Depreciation	9,473	5,728
Insurance	8,255	7,789
Other	7,030	10,979
Dues and Subscriptions	2,926	2,299
Total Expenditures	<u>1,117,635</u>	<u>657,210</u>
Change in unrestricted Net Assets	21,358	(21,068)
Net assets		
Beginning of year	<u>155,939</u>	<u>177,007</u>
End of year	<u>177,297</u>	<u>155,939</u>

Statement of Financial Position

<i>Assets</i>		
	<u>2008</u>	<u>2007</u>
Current Assets		
Cash and Cash Equivalents	59,697	22,947
Due from Funding Agencies	116,292	146,358
Prepaid Expenses	<u>13,834</u>	<u>6,303</u>
Total Current Assets	189,823	175,608
Fixed Assets	13,745	17,224
Total Assets	<u>203,568</u>	<u>192,832</u>
<i>Liabilities and Net Assets</i>		
Current Liabilities		
Accounts Payable	540	9,301
Payroll Liabilities	14,426	27,592
Deferred Grant Revenue	11,305	-
Total Current Liabilities	<u>26,271</u>	<u>36,893</u>
Net Assets		
Unrestricted	<u>177,297</u>	<u>155,939</u>
Total Net assets	<u>177,297</u>	<u>155,939</u>
Liabilities & Net Assets	<u>203,568</u>	<u>192,832</u>

FEDC Investors—Thank You!

Platinum



**Fairbanks North
Star Borough**



**Cold Regions
Test Center**



**City of
Fairbanks**



Flint Hills



GCI



Space Foundation

Silver

**City of North Pole
Design Alaska
Everts Air Cargo**

**Fairbanks Daily News-Miner
Golden Valley Electric Association
State of Alaska Dept. of Commerce**

Bronze

**Alaska Aerofuel
Birchwood Homes
Conoco Phillips
Doyon, Ltd.**

**Totem Ocean Express
Usibelli
Utility Services of Alaska**

Benefactor

**Carlile Transportation
Charles Bettisworth & Corp
Denali State Bank
Great Northwest, Inc.**

**GHEMM
JL Properties
Mt McKinley Bank
Tim and Barb Cerny
Foundation**

**UAF Alumni Association
Wells Fargo
Yukon Title Company**

Contributor

**Alaska Reg. Council of Carpenters
Carpenters Local 1243
Fairbanks Central Labor Council
Hébert Homes
HOPS Hallmark**

**HDR Engineering
Laborers' Local 942
Local 375
MAC Federal Credit Union
Mike Prax**



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