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My name is Mike Easley. I am the Chief Executive Officer of the Powder River Energy Corporation (PRECorp), Wyoming's largest rural electric cooperative based in Sundance, WY. PRECorp provides 400 MW of power to 28,000 meters using 10,000 miles of power line across a territory that covers 16,000 square miles in Crook, Weston, Campbell, Sheridan and Johnson counties in Northeast Wyoming. Our member owners are a diverse group, ranging from large industrial loads such as the world-class Powder River Basin Coal mines, oil and gas fields, to ranchers, farmers, urban residents, and small businesses in northeast Wyoming.

PRECorp's mission is to deliver high quality, competitively-priced electric power and services to our member owners, while enhancing the quality of life by providing leadership and service in our communities.

I also serve as the Chairman of the Wyoming Infrastructure Authority (WIA) Board, an instrumentality of the State of Wyoming. The WIA Board is appointed by the Governor and confirmed by the Legislature. The WIA was created in 2004.

The WIA's mission is to diversify and expand the state's economy by adding value to Wyoming's energy resources and infrastructure for the benefit of Wyoming and the region.

The work I do for PRECorp and the WIA is in full alignment with Governor Mead's Vision for Wyoming's Energy Strategy which is: "Wyoming will achieve excellence in energy development, production, and stewardship of its natural resources for the highest benefit of its citizens".

I appreciate the opportunity to participate in this session and to provide input and perspective to help you meet the goals from the January 9, 2014 Presidential Memorandum. These goals included affordable, clean, and secure energy and energy services to improve US economic productivity, enhance our quality of life, and ensure our Nation's security. President Obama's memorandum also states that a comprehensive and integrated energy strategy is required.

I could not agree more.

In preparing for this meeting I thought very carefully about the value that I could add to the pool of dialog on this topic. Would my retelling of the challenges for building transmission be more compelling than what you have heard and have firsthand knowledge of? Would my retelling of the challenges that have been entered into the record of various hearings, conferences, and public meetings be compelling to you? I doubt I could add value by doing that, so rather I would like to spend my time talking about alignment.

In 2009 the DOE and eight other Federal agencies entered into a Memorandum of Understanding (MOU) to improve coordination among project applicants, federal agencies, states and tribes involved in the siting and permitting process for electric transmission facilities on Federal Land. This MOU brought some attention to the issues and led to the formation of the Rapid Response Transmission Team (RRTT) meant to expedite the siting of new transmission facilities and renewable energy projects.

Were these initiatives good ideas? Yes. Did good people work very hard to move the ball? Yes. Are things working? I think the results tell the story. The TransWest Express Line is an example of how the national system and federal interagency coordination could work better. Currently, the TransWest Express line is 30 months behind schedule for the Record of Decision from the Department of Interior. As you know, this project was identified as a priority project, supported by the RRTT, and is an interstate transmission line that is meant to deliver up to 3,000 MW of 100% renewable power to California with savings to ratepayers of up to \$1 billion annually according to an NREL Grid Integration Study released in 2013 and funded by the WIA.

The Gateway West project is another of the RRTT projects subject to multiple years of delays. In November 2013, the Bureau of Land Management issued a partial Record of Decision for 8 of the 10 segments, deferring the decision on the 2 western most segments into the Hemingway substation in southeast Idaho. PacifiCorp just met with the Idaho State Director and was informed that 2 more years will be required to complete a Supplemental EIS. The Gateway West project is now in its 8th year of federal permitting and if the current schedule is achieved, the 1000 mile project will have taken 10 years just to obtain the Bureau of Land Management right of way grant.

I hope this is not the best we can do to permit and build regional interstate transmission.

We also have issues with permitting and maintaining infrastructure. In May of 2014 I appeared before the House of Representatives Committee on Natural Resources Oversight on the topic of “Keeping the Lights on and Reducing Catastrophic Forest Fire Risk: Proper Management of Electricity Rights of Way on Federal Lands”. The witnesses, myself included, provided compelling testimony as to the challenges of acquiring and maintaining power line easements on federal lands and coordination among federal agencies. Based upon the lack of progress on Wyoming issues, I am comfortable in saying I remain concerned if anything was actually accomplished by this hearing. This is frustrating to me and for the other Wyoming Cooperatives who are facing real issues.

Albert Einstein is credited as saying, “Insanity is doing the same thing over and over again and expecting different results”. I am not sure that he actually said that, but I am sure that saying could be helpful as the QER process moves from information gathering to policy recommendation and actions.

The environmental, political, and social landscape that must be navigated is becoming increasingly complex as we manage the plethora of both new and existing regulations and federal initiatives – often misaligned or even conflicting. FERC Order 1000, the Administration’s Climate Action Plan, and EPA Section 111 (c) and 111 (d) are just a few on the top of the list.

In my opinion, our need to conceive, permit, site, construct, operate, and maintain electric infrastructure has never been greater, and our ability to do so has never been more doubtful.

In spite of these challenges, I remain hopeful that the QER process will point out that we need alignment and leadership. Call it organizational alignment, call it strategic alignment, or call it getting your ducks in a row.

A compelling vision is needed to capture the hearts and minds of people doing the work, but leadership must do more than create vision. It must create a system that is capable of executing that mission. A system where all the moving parts understand the mission and understand their role in accomplishing that mission. There must be clear objectives and cascaded initiatives with goals that support the mission. The goals must be measurable. Progress on these goals must be reported. And finally, everyone must understand what accountability means and to whom and what they are accountable.

Strategic Alignment requires systems thinking; this is something that the DOE should be very good at.

Creating strategic alignment is not an easy endeavor. Fortunately, there are models to draw from and expertise available. I am hopeful that there are pockets of this type of alignment currently in play in the Federal Government, and I am certain there are good people who would put their collective shoulders to the wheel of strategic alignment given the opportunity.

In this model, once the President has set a key policy objective, it seems to me that every federal agency should line-up and shoulder their fair share of the work load to achieve that objective. They should not be more concerned with their traditional jurisdiction and statutory charges than putting forth their best efforts in achieving the President's objectives. Finally, we should not allow activity to be our measure, rather we should insist on results and accountability for those results.

I would suggest that you look at Wyoming's Energy Strategy as an example of how a system of strategic alignment can be deployed in government and how the State's progress in executing this strategy is reported to its citizens.

Thank you for this opportunity to share my thoughts about the need for strategic alignment and strategy execution as we consider the challenges facing the development and siting of electric infrastructure.