



The Power to Change the Debate

“Razor-sharp wit and
unconventional tactics.”

Chicago Tribune

BERMAN AND COMPANY

Berman and Company is a dynamic research, communications, advertising, and government affairs firm. We blend aggressive, creative thinking with functional expertise to achieve extraordinary results for our clients.

Berman and Company isn't your average PR firm. Our mission is to "change the debate," not simply contribute to it. Through our fact-based, hard-hitting approach to public relations and issue advocacy, Berman and Company makes the public think twice about commonly held assumptions. Says president and founder Rick Berman, "My goal is to make people say, 'I've never thought of it that way before.'"

We don't just change the debate. If necessary, we start the debate. Our success is based on four core competencies: credible research as the foundation for effective messages disseminated via aggressive communications, and creative advertising.

Berman and Company's staff has grown to 30 people and includes professionals in the media, design, research, and government relations fields.

[Rick Berman's biography](#)

Rick Berman presentation
"Big Green Radicals: Exposing Environmental Groups"
Western Energy Alliance Annual Meeting
Colorado Springs, CO
June 25, 2014

Note: presented by Rick Berman and Jack Hubbard of Berman Co. It is a one hour slot on the agenda with Q & A at the end...the recording starts moments into the powerpoint presentation...

Rick Berman: So we start out with negative public opinion, which is most important to at least be aware that if you go out and you poll, this is what you find. So that can be depressing at one level. But let me tell you something data people don't often think about it. The whole theory here that I can't get into; but it's the difference between people having a public opinion and people making a public judgment; when people come to a so-called public judgment.

Public opinion is, "I'm a Democrat, or, I'm a Republican, and I like people who have a 'D' or 'R' after their names." That's the public opinion about the Democrats or the Republicans.

Public judgment is when the public decides that they want to vote for somebody or not vote for somebody even across party lines based on some facts. Facts are most important, and public judgment goes deeper than public opinion. When you achieve public judgment about something, especially something that you are not in favor of: you're willing to tax it, you're willing to ban it, you're willing to put warnings on something. That's when you get public judgment, and the political process won't go that far until there is public judgment about something.

Now again, there is a whole school of thought here that I don't want to get into. But what we need to do is obviously be engaged in public judgment because we can't do anything about the public opinion, certainly not in the short term. Maybe never.

But public judgment can be on our side. Now, this is an attempt at public opinion, this is when ObamaCare was going through the legislative process. And so we put this ad in the *New York Times*, and basically said, "Hey, you ought to be concerned about the health care bill." But, we didn't really say "why". All we said is, "seniors might have to pay more money", or "your premiums might go up", but there wasn't any fact here. So this is an attempt at creating public opinion about something. Kind of soft top-line.

When you want to get into public judgment, you can't be on the defensive. Because, when you're on defense you are always answering somebody else's question. You have to be on offense. If you want to get public judgment on your side; you have to start the conversation. People sometimes

ask me, "Well how do I know if I'm on offense or defense?" And I say, "Well you're on defense if you're responding to somebody else."

If you're on offense, there are groups out there and I don't need to name names or what have you, well yeah we'll take the labor unions for example. I am well known for going after the labor unions for a thousand different reasons. And people say, "Well, what's your offense?" I say, "I get up every morning and I try and figure out how to screw with the labor unions. That's my offense."
(Inaudible.) I'm just figuring out how am I going to reduce their brand. How am I going to take their brand, and everybody has a brand, that's that public opinion brand.

So, there are 3 basic ways. I will tell you this. This is the niche business that I am in. It's a very important niche, but it's the niche business that we're retained to do.

I tell you, when I'm on offense, I'm going to reframe the issue. I'm not going to allow the conversation to be based upon on how somebody else has framed the issue. Because then I'm gonna be on defense. I'll be arguing over what they said.

Repositioning the opposition suggests telling people, "Oh, you think that this group is a group that does X, well, let me tell you, what they are really doing is Y. I don't care what they tell you that they are doing, they are doing something else."

One of the classic cases, some of you may have even seen the ads that we do. We represent a lot of agriculture interests who are being attacked by the Humane Society of the United States. The Humane Society of the United States is not connected to your local pet shelter. They raise money with these weepy ads on television showing dogs and cats in crates and cages and they get a lot of money. They get their 19 dollars a month. But, then they use the money to attack farms, actually farmers, who raise all sorts of animals for food. Because the Humane Society of the United States, if you look at them, and you don't have to look at them very closely to see this, it's basically a vegan organization. They don't want people killing animals for food.

So, repositioning them in the public's mind by saying, "Hey, give to your local shelter, but don't give to the Humane Society of the United States because they are not who they say they are," is an attempt at repositioning.

And then the third one is taking away people's moral authority. Getting people to understand that these people, look the people in this debate that you are in with today they weren't appointed to do this, they weren't elected to do this. You might say that Polis was elected but he wasn't elected to play the role he is playing today. So we have an unappointed group of people, an unelected group of people, and they are managing public opinion, which in turn could conceivably

get the public to vote a certain way or get politicians on another day to vote another certain way.

So taking away their moral authority saying, "Who they hell are these people and why are they the ones who are determining what the energy policy of the state or of the country for that matter should be?"

So I told you this would be fast, and now I'm going to speed it up. I'm just going to give you a couple of examples of how you do this. And then we'll get into a larger conversation with Jack.

You'll be familiar with this ad, if you haven't seen it you are going to see it now, but this is somebody else. This is the only ad that I have not done that I am going to show you or the only thing that's up here. But this is somebody reframing the issue.

AD PLAYS

<https://www.youtube.com/watch?v=7H8Cz9woC2A>

AD ENDS

You can see how somebody is reframing the debate. What you do often times in framing is use analogies or metaphors and say, "Well if you like to drink then let me tell you this is a better way to go if you're looking to get high. If you're just looking for taste, well then go drink a Coke."

Here is another example. Now the unions right now are getting, unless you have been living in a cave, have been pushing for an increase of the minimum wage at the federal level. So they had this bus tour and they are going around on this big bus. They go all around the country with this bus tour saying, "We need to raise the minimum wage by 40 percent to \$10.10." And so what we've done, because sometimes we do things what you would call 'street theater,' what we've done is that we've been chasing this bus around with our own bus or our own truck and so wherever they go we go.

(Inaudible.)

We're reframing this debate so it's not just about going up to \$10.10, there's some other things that people need to think about.

You want to get people to say, one of my north stars is to get people to say, "You know, I never thought of it that way before."

Because, if you can get people to say that, here's what you get: Instead of getting the 'he said, she said debate', what you will get with the factual debate, often times, you're going to get into people get overwhelmed by the science and 'I

don't know who to believe'. But, if you got enough on your side you get people into a position of paralysis about the issue.

(inaudible) We're not experts and so you don't want them trying to be experts. But if you put enough information out there and say, "Well it could go to \$10.10, but you could also lose a lot of jobs, the Congressional Budget Office says you can lose a lot of jobs." And again, we got a lot of ads on this thing.

You get in people's mind a tie. They don't know who is right. And you get all ties because the tie basically insures the status quo.

People are not prepared to get aggressive and in moving one way or another. I'll take a tie any day if I'm trying to preserve the status quo.

Here is another one on reframing. Some of you may remember the card check debate with unions who were trying to see to it that there would not be an election to unionize the workplace. All you got to do is get people to sign cards even under intimidating circumstances.

So we often times we'll use children or animals. If you want a video to go viral have kids or animals. So we will use kids and again in a metaphorical way, in this case, we are trying to show how the unions don't like to have real elections. So we put it in context of an election for class president.

AD PLAYS

<https://www.youtube.com/watch?v=Bcj3o89VVAs>

AD ENDS

So that gives you, again some sense, and by the way we like to use humor. Some of you have seen our stuff on the fracking side.

We like to use humor because humor doesn't offend people and at the same time they get the message. If you want to have a really hard-hitting message, that's fine. Sometimes that's very appropriate. Sometimes we do that. But wherever possible I like to use humor to minimize or marginalize the people on the other side.

I talked about repositioning the opposition. Well, here is another union video, which was very popular on repositioning. I mean, most people don't know much about unions, right?

AD PLAYS

Version of this ad: <https://www.youtube.com/watch?v=3SqUig-ccO4>

AD ENDS

Again, this is repositioning. This is getting people to say, "Oh yeah, I heard about some of those things."

You know, when people hear about something, they have to hear about it more than once for that to get in their head. We have to achieve something that I call common knowledge.

That's another thing what I'm always working towards if we have enough time. Common knowledge, to give you an example, if I were to do a survey in this room and I were to ask you: "Which is more statistically more dangerous on a miles traveled basis? To drive to Denver airport or to fly to your destination? Statically, on a miles traveled basis drive or fly?"

Most of you would say it's more dangerous to drive to the airport. And I would agree with you, and then I would say, "Is it 2, 4, or 8 times more dangerous?"

And all of you would say, "I don't know."

And then I would say, "Well, how do you know it's more dangerous?"

And you would say, "Well, everybody knows it's more dangerous."

And I would say, "Well how do you know? You particularly. Where did you find out its more dangerous?"

And you would say, "I don't know. I've heard that. I've heard it a lot of times. Everybody knows that."

I would say, that's right. That's common knowledge. And that comes from people hearing something enough times from enough different places, people repeating it to each other, that you reach a point where you have solidified your position.

If we can solidify the position on drilling, fracking, etc. We have achieved something the other side cannot overcome because it's very tough to break common knowledge.

It's very tough to break first opinions. You know the guy that gets to make the first opinion, the first impression, has a huge advantage because people don't want to admit they were wrong the first time.

So that's where offense comes in. That's where trying to get there early comes in. Unfortunately, again, I've been working, in a lot of business sectors; people never want to invest in being there early. They only want to invest in stopping something that is a problem. And of course that's a problem after it becomes a big problem. So take that for what it is worth.

Here is another one on repositioning the opposition. This was on trial lawyers, and trial lawyers who were suing food companies over obesity issues.

AD PLAYS

<https://www.youtube.com/watch?v=vKWXaXkdbOw>

AD ENDS

And these websites that you see: UnionFacts, ConsumerFreedom.com, etc.; these are websites we maintain and we have about 25 different websites in our firm, probably more than that on different niche issues.

The last thing I said is about diminishing moral authority. You know, Jack will talk to you later about getting unique spokespersons. And our firm on the card check debate I got George McGovern to come out and say that unions were wrong.

I represent some alcohol companies, I got Candy Lightner, who started Mothers Against Drunk Driving, to come out and say that MADD was overreaching and that she endorsed our position, our client position, rather than the MADD position. That is a diminishing of moral authority.

When you can get people to be saying something that you wouldn't expect them to be saying, it may be counterintuitive, it may be unusual, but the point is it breaks through.

So in diminishing moral authority sometimes in this case you have to be tougher because you are going after someone that's got a crown on their head and you know, if you want to attack, when she was alive, if you were going to attack Mother Teresa, you better have a very unusual campaign.

So hardball is something that I'm a big fan of, applied appropriately.

So you see that this is a big billboard near Times Square, and this was about the Humane Society, and this was about trying to get people to say, "WTF where is all the money that the Humane Society collects and they never give it to shelters?"

I won't show you this whole video; you can go to this video on Google. You can Google, 'lawyers in cages'. You want to talk about something that has gone viral. This has had over 3 million views, and this is a parody of the very nice, soft commercial about raising money for dogs and cats in shelters. But as I told you, the Humane Society doesn't really put the money in the shelters. But the Humane Society employs over 50 lawyers. They have more lawyers that are suing businesses, basically agriculture businesses and the pet industry. They have more lawyers than the White House. So this is a parody. I'll just show you some of it.

AD PLAYS

<https://www.youtube.com/watch?v=XTrhQd9GHIE>

AD ENDS

There's actually a longer version of this on the Internet where she says, 'We're basically just like PETA, expect we have suits and deodorant'. But that's in the longer version.

So, you know, what I am trying to do here is that I'm trying to frame this thing logically for you. You know because people often times get in a reactive mode. They get angry, then the anger leads to reaction, and that sometimes works, but it's not the logical way to go.

The logical way to go is that obviously have a positive campaign, which you guys have been doing very good with because that's that good public opinion component. And, also explaining stuff to people.

The offense campaign that I talk about, the logic in the offense campaign is diminishing the other side's ability to capture people's imagination and to become credible.

I want the other side to not be credible. You can either win or they can lose, but you're ahead either way. And so, that's the logic of this whole position.

Let me tell you a story about logic and then I'll have Jack come up here.

A guy walking down the street and he runs into an old friend of his, and they start talking and his friend says, "how are you doing?" and the first guy starts complaining. He's got a lower management position and he can't get ahead.

And his friend says, "You know why?"

And he says, "no".

He says, "Because you never went to college, you didn't get a degree."

He says, "Great, I'm in my 40s. What am I supposed to do about that now?"

And his friend says, "Go to community college here in town, they'll give you schooling. You can go to school at night, and eventually you'll get a degree, then you can get a promotion and you'll have a better life."

So it makes sense to him and he goes to the school. He talks to the dean.

The dean says, "Yes, we have a lot of adults who are coming in for continuing

education. No problem at all. What do you want to study?"

He says, "I don't have any idea about any of this." He says, "Just give me a suggestion."

The dean says, "Fine, here's what we'll do. We'll start you out with a course in History, a course in English, and a course in logic."

And he says, "Logic? Well, what's logic?"

The dean says, "You know what logic is, you learn certain facts that takes you to a conclusion, and that conclusion can take you to another fact, and so on. And you can build up a real awareness of something that you never knew before."

He says, "I don't understand any of this."

The dean says, "Let me give you an example." He says, have you got a weedwacker?"

He says, "yeah."

He says, "Well that means you have a lawn."

He says, "Yeah I have a lawn."

He says, "You have lawn, my guess is you have a house."

He says, "I do."

He says, "You have a house, I assume you have a family."

He says, "I got a family."

"You got a family, I assume you are married."

He says, "I am."

He says, "If you're married, I assume you are heterosexual."

He says, "I am."

The dean says, "Do you see how this goes? One thing leads to another. This is the logic in all of this. It's why they call them logical conclusions."

He says, "OK. I get it, I get it."

Two weeks later he is on the street and he runs into the same old friend he hasn't seen in a long time. They start talking again.

His friend says, "How is it going?"

He says, "I took your advice, I'm going to school. I'm taking a lot of courses, everything is great."

His friend says, "What are you taking?"

He says, "I'm taking English, I'm taking History, and I'm taking logic."

His friend says, "Really?" He says, "what's logic?"

He says, "Oh. You don't know what logic is? Let me explain it to you." He says, "have you got a weedwacker?"

He says, "No."

He says, "Well, then you must be gay."

(Laughter.)

Jack Hubbard: So my name is Jack Hubbard, and I do own a weedwacker. And I have a wife and two daughters. And it's tough to follow Rick on any of these things because he does crack me up. But, he's really really good at what he does. And some of you I met last night, and for those of you who I did not meet, I have been working with Rick for eight years now. And prior to that, I was working on Wall Street. And I sort of came to a reevaluation when I was working on Wall Street. I became convinced that everyone that I was working with and everyone that I was working for were a bunch of crooks. And I became very very dispirited. And I then made the decision that I was going to move to Washington D.C., and now all the crooks go by "Senator" or "Congressman."

But, I can honestly say that the eight years that I have spent here working with Rick have been nothing but fun and more importantly, as you'll see in this presentation some of the metrics that we have for (inaudible) up to on the environmental front, we really are making a difference. And Rick sometimes likes to say that he doesn't like to get involved in anything he doesn't feel passionate about. And I feel very much the same way.

And what we're doing here is so important because the implications if you folks lose this thing, they will obviously be bad for you, it will be bad for your bottom lines, it will be bad for your employees, but it's bad for the state, and it's bad for 68,000 people or even more who could lose their job.

But to rewind a little bit, I want start by telling how this whole thing came about. Prior to us getting involved in Colorado, I guess this was maybe six to nine months ago, we received some support from some companies and foundations who had seen a lot of these past ads and campaigns that we ran, going after the

Humane Society and other people, and they said, "My god, we need this for our industry. For our cause right now because these anti-energy groups are getting a free pass and no one is going on offense against them and hitting back hard."

So we received funding to start something called Big Green Radicals. And Big Green Radicals was and continues to be a national campaign and the initial targets of that campaign were the Sierra Club, NRDC, and Food and Water Watch.

And if you're wondering why those three organizations frankly, were the targets of this public educational campaign, while they're all unique in general, they're all very, very powerful nationally. They're all very, very powerful in Washington D.C. when it comes to lobbying. They are behind some of the most stringent and nasty anti-energy initiatives and legislation out there. And most of them have very, very large budgets. And we'll get into that a little bit later. But this is how the campaign started.

So, we thought how are we going to kick off this campaign? Take the typical Berman and Company model, in terms of undermining these folks credibility, and diminish their moral authority.

So one of the first things we did was, we said, well, let's make this a little personal. Let's find out whether these people are practicing what they preach. And what we did was we conducted a whole bunch of intense opposition research digging into their board of directors, and we pulled all of the title information for all the vehicles that they own. And we released the report, of which you'll see the findings in a minute, but it really took off and spread like wildfire because it was a really damning report against them and their board of directors. And this next clip shows you some of the coverage. This is just one of the examples of the coverage that we received from that report.

NEWS CLIP PLAYS

<http://video.foxbusiness.com/v/3507488023001/sierra-club-executive-board-members-driving-gas-guzzlers/#sp=show-clips>

NEWS CLIP ENDS

So you can get the gist of it right there. I won't continue. That was a piece of a much longer segment that lasted for about five minutes of them just ripping on the Sierra Club, and that television show on the morning, is the highest when it comes to folks watching, it's the one that has the highest ratings on cable news.

So it's just one example of us really engaging in a way that, you know, gets coverage.

There are so many people who are producing studies that collect dust on

bookshelves. But one of the things we are really focused on is how do we take the message, put it on a bumper sticker, and get it out to the public so it gets coverage and you break through the 24/7 news cycle.

So, let's jump to Colorado. These are things you folks already know, but Colorado is in a very unique position right now because you have these ballot initiatives, you have the Senate race, and you have the Governor's race.

And when you combine all of those things it means there is going to be a ton of left wing money coming into the state. We've seen inklings of it, I can honestly tell you the old saying, "you aint seen nothing yet," I think it's going to hold true.

And in fact, when I was talking with Rick a little bit before this presentation, he said you never know what the opposition is going to do in the month or two before the actual election. And what we anticipate, just based on having done this for a long time, is you're going to see a ramped up intensity that I think will surprise even folks in the industry and political operatives given these three things all happening at the same time.

So how did we get involved in Colorado? The Big Green Radicals Campaign gave us the perfect platform to engage. And we have currently received some support from companies to take that Big Green Radicals campaign that we've started at the national level and dig in at the Colorado level.

And, to talk through some of the players here, these are folks who we would anticipate are going to get engaged or have already gotten engaged in this fight. Food and Water Watch has an annual budget of 12 million dollars, the Sierra Club 79 million dollars, now obviously all of that won't be all be spent in Colorado, but frankly there are a lot of folks in the environmental community who are looking at Colorado and saying, "This is great, because this can be a great opportunity to create a copy-cat scenario where if we are successful here, we can take this strategy and run it through other states and other localities."

So that stakes are really high here for the Sierra Club and others.

The Park Foundation is a left-wing foundation that was started by a wealthy individual whose children's children have, I guess, have lost their way and have grown up with a lot of money and became left-wing activists and they spend a lot of money funding these things and I wouldn't be surprised to see them coming out and funding some of the things going on here.

Next is my favorite, Congressman Jared Polis. Worth 68 million dollars. Made his money by starting ProFlowers.com and Blue Mountain Greeting Cards. He and his husband, they own three homes; one of which is right outside of Washington D.C. worth over 5 million dollars. OK.

Audience member #1: Does he own a weedwacker?

Jack: I'm not going to comment on the weedwacker.

But, Polis is so out of touch with the public, because you have this typical wealthy do-gooder, left-wing activist who has a seat in Congress, who thinks he can dictate policy for everyone else. And we have dug-in really deep on Polis, and you are going to see more stuff coming out.

But, we have uncovered the fact that he currently has over a million dollars invested in the energy industry, and energy funds that include companies that have fracking positions. And this is a guy who is out there saying that's it's not good enough for all of you folks and it needs to be banned in the state, but he is making money off of it and collecting dividends. I mean its hypocrisy at its worst.

Lastly, Tom Steyer. If you don't know who Tom Steyer is, you are going to know by 2016. Tom Steyer is a wealthy hedge-fund manager who is worth 1.6 billion dollars, with a 'B', and for some reason he is obsessed with going after the energy industry despite the fact that he made a significant amount of his fortune investing in the coal industry, which is beyond wild.

But, he has come out publicly and said that he is going to spend 100 million dollars this election cycle to elect Democrats that push environmental causes. And you can bet, given the senate race going on here, combined with the ballot initiatives, I would not be surprised to see millions of dollars coming into the state from this guy.

So what does the campaign look like? I'm going to run through pretty quickly what we're up to, but we have the online website, we have some of the best opposition research folks, I think in the country, not to mention Washington D.C. These people dig deeper on the bad guys every day than anyone else. We've got radio ads, there's going to be television ads going up, you've probably seen some of our print, and we're really engaged in online advertising because it's a cheap way and an effective way to reach people. You can reach a ton of them for very little money and you can accomplish the same thing that you might have been able to do with television.

So, our website is biggreenradicals.com, and there is a significant Colorado page. And what we do on that site, I'm going to show you the online video in a minute, but in the right-hand column we dig-into every group. We list their money. We list their funders. We list their radical positions. And then we do have a section on every single activist. Their rap sheets, their criminal records that they have. We're really making this personal. We're trying to make it so they don't have any credibility with the public, with the media, or with the legislators.

This is a chart that our researchers did, and you're not going to be able to follow it from a distance, it's one of the things you'll have to sit down and read. We provided it for the media, as well as for the members of the public who are interested in learning more about what is going on.

But the web that is being weaved here in Colorado is beyond dizzying. You have multiple shell organizations that are being propped up to hide who is funding what. So people are just disclosing the shell organization that wrote the check, but you don't know who funded that original one. You have outside money getting involved. You have people like Yoko Ono, we'll talk about her in a little bit, and you're going to see her getting engaged.

And, one of the things that always strikes me as somewhat funny and disingenuous is that the name of the organization that is sort of behind a lot of this stuff is, Frack Free Colorado; and yet Polis as well as all of his cronies come out and say, "We're not against fracking." And I say to myself, "If you're not against fracking, why is your name Frack Free Colorado?" I mean, these people have no interest in the industry operating in anyway, and I know that the industry right now is split on a compromise and that has to do with people's positions as well as future aspirations in the state.

But I will just warn you even if you do make this go away, what happens is that, it's actually a phrase that Rick has told me, but when the activists lose if they do lose, they never say, "We lost." They say, "We didn't win yet." And they are going to keep pushing this thing. And Rick is going to talk about the endless war that you guys are going to be facing in this state.

So, this is an online video that we have up on our website, and it went up last week. And since then, we've been heavily engaged in running geo-targeted ads focused on Colorado. And as of this morning 110,000 people have viewed this commercial, this online commercial. 91 percent are from Colorado. So I'll play it here.

AD PLAYS

https://www.youtube.com/watch?v=KcOWdcKnGh4&list=UU4I4Szuq18vVXWKu_wkvxbZQ

AD ENDS

So, that's hardball. And that's a longer spot because you can do that online. In the next, probably two weeks, we're going to have a television commercial that will definitely be hard hitting, but is going to be very humorous. We're going to run that on television. So between online and TV, we think we can reach a significant number of people in the state, and that advertising budget is going to keep ramping up as we go through the next couple weeks.

This is the full page ad that some of you may have seen in the *Denver Post*, as well as some other newspapers. And the reason for this ad was one: to launch the campaign, but it was also a positioning ad.

You folks are dealing with multiple ballot initiatives and it's incredibly complicated

and 'inside baseball' when you start talking to people about setbacks and this and that, and local control. The next thing you know, you're trying to play defense against multiple initiatives that are very different and very complex. And the public, frankly, doesn't have the time or the brain to understand them all.

So, what we wanted to do is that we wanted to brand the entire movement behind this as not being credible, and anti-science. So you can see here, this is our fracking activist: it's actually a gentleman in our office who shot that there. We had a lot of fun shooting it. He's sort of embarrassed that he's in a full-page ad in the *Denver Post*. But it got a lot of great reviews and some earned media coverage, which is great.

This is a cartoon. It's more just fun for you guys to see, but just Polis running off the cliff, leaving everybody else. But it shows how isolated he is and the fact that there are so many folks, even on the Democratic side who are sitting there going, "Oh my god, please don't do this."

So, one thing, so this slide is sort of interesting, and Rick hinted at it when he talked about George McGovern coming out against labor unions or the founder of Mothers Against Drunk Driving coming out in favor of the positions of the alcohol industry.

One of the things that we are very, very good at is engaging unique or third party messengers to get involved on this stuff. Where people say, "oh my goodness, why are they getting involved. This is really controversial. This is going to get a lot of coverage." And it undermines the credibility of some of the people who are pushing this.

Since this is a public venue, I'm not going to go into details as to what we're doing. I will only say you probably have seen some of our work going after some folks through some other organizations and entities, and we're going to keep it up, and if you have any questions or thoughts about that, come talk to me and I can fill you more in on a one-to-one basis as opposed to in a public speech.

So coming soon, we're going to be doing TV, we're going to be doing radio. There will be more print ads, and there will be more online advertising. And along that theme of coming soon, Yoko is probably coming soon. As well as a whole host of other celebrities, whether it be Robert Redford or others.

And this is a billboard we put up in Pennsylvania about why would we take energy advice from the woman who broke up the Beatles. And it's sort of tongue-and-cheek. We have one on Lady Gaga and one on Robert Redford. But the reason I showed this is because you should be prepared that these folks are going to be flying-in on their private jets, or maybe not even fly-in, maybe just shooting commercials and shipping them into the state. But you are going to see them on TV. And the problem is that the public really does have a celebrity worship culture. But the good news is that there is nothing the public likes more

than tearing down celebrities and playing up the hypocrisy angle.

So that's just about everything I have to say as to what we're up to. This campaign is going to grow, and it's going to become more intense and Rick is going to talk a little bit more in a minute.

Before he comes up here, I just want to share one short quick story. My grandmother, she was from Brooklyn and she suffered from dementia later in life. And it was a slow decline, and she started to become more and more inappropriate in the things she said. And she became convinced every single day that she was going to die tomorrow. And she would call me and say, "Jackie, I'm going to die tomorrow. I need to give you a piece of advice." And this went on for months. And it was from everything from business, from life, from marriage, to sex, which was really uncomfortable. But, one of the last things she told me is, she said, "Jackie, if you ever get in trouble, and if your back is ever up against the wall, hire a good Jewish lawyer." With that, I hand it over to Rick.

Rick Berman: This offensive campaign that is designed to attack is not a positive campaign. A lot of times people say, "Well, we shouldn't be that nasty, we shouldn't be that aggressive." As I've told you, some times you can marry that aggressive with parody. But there is a place for this. There is no silver bullet in these campaigns. There's an offense. There's a defense. There's a pro side. There's an anti side. You can war game this pretty easily.

But this is something that quite frankly, a lot of people leave on the table. I've had clients say to me, "Well you know, I don't really want to attack, that's not who we are." I say, "Well, you know, you can either win ugly or lose pretty." You know, you figure out where you want to be. But sometimes this is what you need.

I've had people say to me at times that, "They characterize us in a campaign as being the guys with the black helicopters." And to some degree that's true. We're doing stuff to diminish the other's sides' ability to operate.

Another north star, if you will, that I use. Some years ago I came up with this acronym. I was convinced you could not get into people's heads and convince them to do something as easily as you could get into their hearts or into their gut to convince them to do something. Because, emotions drive people much better than intellectual epiphanies. "Oh I just heard of this, I just heard of that." No, you got to get people emotionally engaged on your side. So I came up with the acronym, FLAGS, which stands for the five big emotions that I look at when I'm trying to (inaudible)people(inaudible).

The first one is fear, the second one is love, the third is anger, greed has to deal with, "I want it. I want to get something out this for myself." And the fifth one is sympathy.

So if you think about how we get people, it's one of those five emotions. If you

can tap into two of them, you are that much better off. The two that resonate best with people, and that we're trying to use in this particular campaign are fear and anger.

Anger is what people have over something that has happened. Fear is what people have when they have when they think something might happen. It's when you tell people, "Be careful of what you wish for. The law of unintended consequences. This might happen even though you don't want it to happen."

Fear and anger have to be part of this campaign. If you want to win, that's what we're going to do. We're not going to get people to like the oil and gas industry over the next few months.

There is no sympathy for the oil and gas industry. So we're not going to tap into the sympathetic, "Oh, I'm sympathetic for all those poor guys who are running the energy companies."

What you got to do is get people fearful of what is on the table and then you got to get people angry over the fact that they are being misled. No one likes being lied to. No one likes being told, "Oh, this won't hurt." And so, that is central to the messaging campaign going forward.

Two last slides. Jack mentioned endless war. This is an endless war. What I like to do when I come up against some of these organizations, you saw some of the budgets some of these people have. I look at their tax returns and if they got a pension plan, and it's a well-funded pension plan, I know that these people are not going away. And so people say, "Well, if we just win this fight."

But no, these people are in business to keep this going. It is a business. They are in the public policy business. They are in the business to change laws. And you change laws by changing people's behavior. You change laws by changing people's attitudes, which in turn is followed by legislators changing their opinion. So, think of it as an endless war. And you have to budget for it.

A friend of mine, the founder of a big company, was in a room with me and we were talking with a bunch of senior executives and he got up and he said, "I know what all you guys are saying. You're saying it's not in the budget." He said, "I've got a solution. Put it in the budget."

Because going forward that's what you got to do. I mean there are some things you have to change your business when the external environment is changing around you. And I will tell you with the advent of the Internet, and then plus the fact that some of these people have grown up; these are not kids on vacation at Daytona Beach on spring break. These are serious people who are pressing these issues forward. And they've got money, and they've got agendas, and they've got staff, and they have no natural enemies.

If you think about it these groups, the Sierra Club, who is the natural enemy of the Sierra Club? Who is the enemy of Greenpeace? You know at the surface, you would love to be a group like that because everyone should be in favor of you, who could be against you? That's very difficult to overcome and they play on that, and they trade on that, and that's our opportunity and also our challenge. So it is an endless war.

We're in a game, think of it, someone was using a sports metaphor before. We're in a game with no clock. The game never ends. You move the ball forward, maybe the ball comes back. But the game never ends.

44:07

The last thing that I'll tell you: Jack mentioned that there was some companies who have been supporting what we're doing, and who have pledged to do some stuff in the future. People always ask me one question all the time, "How do I know that I won't be found out as a supporter of what you're doing?"

We run all of this stuff through nonprofit organizations that are insulated from having to disclose donors. There is total anonymity. People don't know who supports us. We've been doing this for 20 something years in this regard. And to the degree to anybody is concerned about that I will tell you there are all sorts of ways, all sorts of firewalls that have been established to get this done on an anonymous (inaudible), and we have just a few minutes left for questions if you want.

Audience member #2: Hi, thank you. This has been very very helpful. I was very interested in your comments about emotions. And, I think what we're often labeled as an industry is that we're greedy. So, they're using fear and greed against us. Do they cancel out? Is there a way that we can defeat their emotional ploys with other emotional ploys?

Berman: Well, I didn't discover emotions. Obviously the other side uses that all the time. And it's one of the reasons why business often times fails in their campaigns and I mean business writ large. Is that they won't get into the emotions. You know? Business gets attacked and then the group of companies will come together who were affected by this, and I'm not referring to your group because Tim has done an excellent job. I mean, I see businesses across the board; you guys have done a much much better job getting engaged quickly and not waiting until late August to do something here.

But typically what companies do with this emotional attack, or greed, if you will, we're seeing it right now with the minimum wage debate I was referring to. They say, "How much money does the chairman of Wal-Mart make? How much does the chairman of McDonalds make? Starbucks? etc. and they are paying their

people minimum wage." And I understand that. They are always going to use that. We have to, we can't say that we can't play that way. Typically what businesses say, "OK, they have accused us of this? Let's get an economist, we'll get a 17 page report from the economists to say that what the other side is saying is wrong." And six months later they'll put out the report. The other side puts their message out on a bumper sticker. And, we've got the 17 page lengthy report that says the bumper sticker is wrong. It doesn't work.

Just because they are using emotion doesn't mean that we can't use emotion. We just have to use emotion that's factually based and go after them. And at the same time say that what they're talking about is incorrect. So, you don't get preempted because somebody used the same tactic that you are going to use. But, you do learn from your opposition. Remember, they're in the business of doing this.

I will say that I didn't just decide on all of this on my own. I studied what the other side did to be successful and then translated it into how businesses can use those tactics.

Audience member #3: First of all, thank you. It's brilliant in its simplicity and we appreciate all of the help we can get. But I have to ask.

Berman: I hate these "but" questions.

Audience member #3: Who is funding your efforts?

Berman: Did you see that last slide?

(Laughter.)

Here is what I tell people. How many of you know who Rachel Maddow is? OK. If you go to our website. We have a website, bermanco.com, and if you click on my biography you will see an interview I had with Rachel Maddow. Rachel Maddow beat me up four nights in a row. You know, she had this interview and I wasn't there, and she said, "Let me tell you about Rick Berman." And the next night she said, "Hey remember last night I told you about Rick Berman, well let me tell you about Rick Berman, again. Here is some other stuff." Four nights in a row.

So I call her up and I say, "You just can't do that without giving someone the chance to respond."

She says, "Fine. If you want to respond come on the show."

So I went on the show, and I put the interview on my website because this is all she said, "Who funds you?"

And I said to her, "I'm not going to tell you who funds me. Maybe NBC, your boss could be funding me. But it's not up to me to say who funds me. If the company wants to say that they are funding me, or the company wants to tell somebody else, that's their business. It's not up to me. What's up to me is to do is to report factually."

Jack said that I was a lawyer. It's one of the things that I use in my business, is my aversion to being found out of making stuff up. I don't make stuff up. So, if I quote authoritative sources. It doesn't matter who funds me. They have given me the opportunity to present a point of view. And if someone says, "Well, that's not a legitimate point of view." I say, "If I cite the chairman of the Department of Public Health at Harvard University, and I put that in an ad. I don't have to say who gave me the money for that ad. The question is, is the ad right or wrong?" (inaudible) But what people always want to do is they want to know who funds me, so that they can then attack the funder. They want to shoot the messenger and they want to say, "If they're funding it, it must be wrong."

So, I am religious about not allowing company names to ever get used. At least I'm not going to allow them to get used. And I don't want companies to ever admit that because it does give the other side a way to diminish our message.

So if you want to know who is funding us in this room you'll have to go around and ask everybody individually.

Audience member #4: Good to see you again. Great presentation. I'm curious, you touched on budgeting but you didn't really give a number of what Big Green Radicals annual costs of what it takes to budget for companies that want to contribute to that effort.

Berman: OK. So, that's like a question of how high is up? Because you can spend a lot of money. Let me give you an example. We were retained to do a campaign in New Jersey. We had two months for the campaign. We were given 2 million dollars. The issue is not important. We started out with 76 percent disapproval. In two months, we got down to 60 percent disapproval. So we moved the needle 16 points with 2 million dollars in two months. We were really proud of ourselves, except for the fact that we lost because we started out so bad. 76 percent is a long way down to get the majority on your side. (Inaudible.)

So that's what 2 million bought in two months. You guys are a lot closer to even. So I would tell you that between now and the end of the session, if you will, November, if you guys on what I'm talking about here, I know your spending a lot of money on the positive stuff, if you spent somewhere between 2-3 million dollars on extending this campaign it would be, I think it would be a game-changer.

I think 2-3 million dollars would be a game-changer.

What individual companies contribute, is quite frankly, up to them. We've had six figure contributions to date from a few companies in this room to help us to get to where we are. But you know, if people gave fifty thousand, one hundred thousand, more if they thought well of it, that would be up to them. We don't have a schedule.

I will tell you this, all of our money is spent transparently. If anyone wants to see where it is spent, they can see it. Very little overhead for something like this because once you start it's just media and we don't have a big overhead on buying media. We're not, you know, one of the major PR firms (inaudible).

Audience member #5: Richard, your anti-union ads were great. How hard was it to find actors and actresses, and film crews that weren't union to film those?

(Laughter.)

Berman: The thanks union bosses one, we filmed that in Baton Rouge, Louisiana. There are no unions there.

And quite frankly, if you go to unionfacts.com, Center for Union Facts, there is a lot of stuff that we've done against unions. We get a lot of people who want to film and they are not in the union and they have no problem doing it.

Audience member #6: So Rick, I really liked your commercials and the way your going is really neat. The only thing is I have a question on is that I've seen commercials in the past that goes after the (inaudible) that I thought was great but polls terribly. Have you polled this? Does the public like this? So is it enhancing the direction we're going? Or it could be hurting some of the direction with where we are heading with our other campaigns. That's kind of my question.

Berman: Right. You know, the answer is 'yes' and 'no'. If you do polling, what we will tend to do is poll on the Internet. If you do a focus group, the problem with focus groups is that, quite frankly, the group is too small. And focus groups are usually a qualitative issue where you're trying to get information about people, should we say it this way or say it that way, etc.?

The polling that we do on the Internet is the quantitative polling that is generally good, but I will tell you this, in an issue like this where you're starting out where there is a relatively polarized thing, people hear the word "fracking" and they already don't even like it. I know we can't do anything about it right now. But

semantics are very important in these debates. We have in some campaigns actually changed the terms of the debate because just changing the term changes peoples' reaction to it.

And I can tell you that for the most part we don't get anyone against us when we do what we do, unless people already dislike us. We're always aiming for the middle and on polling, where we see, "I care" or "I don't care" or "I'm somewhere in the middle."

We're always aiming with our messages for the people in the middle. I don't try to appeal to the people who already believe in us. And I don't try and convince people who are never going to agree with me, so I'm always playing the middle.

And for that, the anecdotal results as well as the polling results support what we do. Now, I will also tell you that that we have put ads out that don't work. And when they don't work, I pull them. One of the ways you can tell if they are not working is, it's really against anecdotal, is what kind of mail do you get back? And we look from where it's going from, what's the IP address it's coming from. And what are people saying?

And I can tell you for the most part, when our stuff is working its very viral and people are passing it along. People, who don't like something, don't pass it on to other people. They just don't like it and send you a nasty note.

So you know that lawyers in cages ad, when I see 3 million people passing it along, we put out something the other day, Friday night, and it's already on the Internet and it's already probably close to a thousand views, I know people are passing it along. That's as good a measure as anything these days.

Audience member #7: So, getting to your FLAGS slide there. What about the 'G' in that? How would that play in Colorado? Because I mean we're trying to make the point you take fracking away, you've taken 500 to 600 million dollars away from schools. Is that something that might be looked at? Or, you're just sticking to fear and anger?

Berman: So that would make people fearful, that the schools system was going to be diminished. The greed thing, the emotional greed thing is that if somebody thinks, "I could win the lottery." And so, I'm going to make a lot of money off of this thing. That's when people will use greed to actually want to get someone invested in what they are talking about. Selling something to somebody because there is something in it for them. But, in this case it's kind of flipped.

Berman: So, I'll tell you one last story because you've been a good audience.

But, it's almost not appropriate for this group, but in some ways it is. It's a story about a guy who is learning how to play golf. And he has taken it on late in life, he's not very good with it and he is a little uncoordinated, and the pro that is trying to teach him is getting very upset that this guy just can't hit the ball decently.

And he finally says to the guy, "Look, I've taught you everything I can possibly teach you. Maybe you are just nervous trying to play in front of me. He said, "go out on the course by yourself and see if that alleviates any pressure and you do better." So he goes out, puts the ball on the tee, hits the ball down the fairway. First shot. Hits it beautifully. Unfortunately, that first shot rolls into a sand trap. And when he gets to the sand trap he notices that the ball not only hit the sand trap, but just rolled a couple of inches on top of this tiny little anthill in the sand trap.

And so he is a little disgusted that that's the result of his first shot, but he pulls out the proper club, he positions his feet properly, he takes his swing. Swings through the air, sand and ants are flying every place.

When the dust clears the ball is sitting there, unmoved. So now on top of everything else, he is frustrated. Picks up the club again, he goes through the mental checklist, brings the club back, slices through the air. Sand and ants in every direction. And the ball sits there motionless.

And it's about that time that one ant is overheard saying to another, "You know if we're going to survive this ordeal, I think we ought to get on the ball."

Thank you.

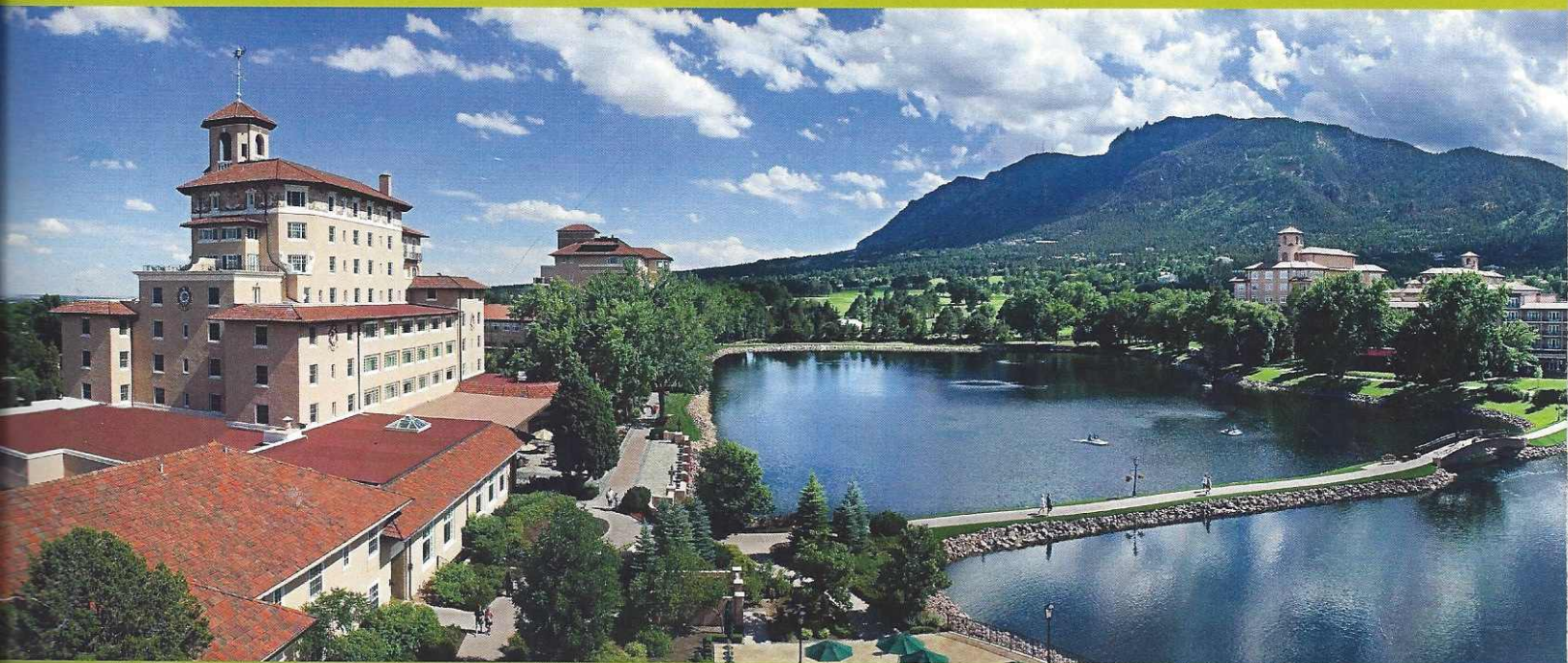
(Applause.)

Host: Rick, we appreciate you coming and sharing this with us. In honor of our appreciation, we hope you enjoy that.

Berman: Is it a can of gas, or air, or oil?

Host: It's safe. Let's show Rick our appreciation again. I thoroughly enjoyed this. So it's straight-up ten o'clock. We come back here at 10:30, so we'll have our panel discussion and so stick around, and I hope you enjoyed it.

Western Energy Alliance



2014 Annual Meeting

The Broadmoor Hotel and Resort
1 Lake Avenue
Colorado Springs, Colorado 80906



AGENDA

MONDAY, JUNE 23, 2014

9:00am – 4:00pm: Golf Outing

Broadmoor West Course

2:00pm – 5:00pm: Registration Desk Open

Colorado Hall (behind the Golden Bee)

5:00pm – 9:00pm: Opening Reception

Mountain View Terrace

TUESDAY, JUNE 24, 2014

7:30am – 5:00pm: Registration Desk Open

8:30am – 9:00am: Opening Remarks/Welcome

9:00am – 10:00am: Membership & Board Meeting

10:00am – 10:30am: BREAK

10:30am – 11:30am: Advocacy Update

11:30am – 12:30pm: Social Media Workshop

presented by Jay Natoli, Gallatin Public Affairs

12:30pm – 1:30pm: Family Lunch

Lakeside Terrace

1:30pm – 2:30pm: Protecting Species or Land Grab? How to Ensure Science-Based ESA Decisions

Julie McDonald, Center for Environmental Science, Accuracy & Reliability (CESAR)

2:30pm – 2:45pm: BREAK

2:45pm – 3:45pm: International Security and the Oilfield

Jim Davis, Ascent Risk Solutions, former Chief of Public Safety, State of Colorado

3:45pm – 4:00pm: BREAK

4:00 – 4:45pm: Colorado Ballot Initiatives & Polling Update

5:00pm: Shuttles to Dinner at the Cheyenne Mountain Lodge

Shuttles will depart from the South building at the Broadmoor

WEDNESDAY, JUNE 25, 2014

7:15am – 9:00am: Registration Desk Open

8:30am – 9:00am: 2014 Membership Awards and Recognition

9:00am – 10:00am: Big Green Radicals: Exposing Environmental Groups

Rick Berman, Berman & Company

10:00am – 10:30am: BREAK

10:30am – 11:30am: TBD

11:30am: Closing Remarks

12:00pm: Closing Luncheon

West Lawn

1:00PM – 4:00pm: Golf Outing

Broadmoor East Course

Rick Berman

Berman & Company

In 1987, Rick Berman founded Berman and Company, a full-service research and communications firm. Prior to that Rick was employed as an Executive Vice President for Pillsbury, labor attorney for Bethlehem Steel and The Dana Corporation, as well as Director of Labor Law for the U.S. Chamber of Commerce.

Berman and Company consistently excels in getting its clients' and donor messages placed before the public through aggressive media outreach. Berman and Company spokespeople regularly appear on television and radio programs and place over 250 Opinion Editorials in major newspapers every year. Rick and his firm have been extensively profiled for their work in a variety of media outlets including CNBC, CNN, 60 Minutes, the Colbert Report, Rachel Maddow, TIME, the Chicago Tribune, The New York Times, The Washington Post, and USA Today.

Berman and Company takes a creative approach to advocacy and is frequently honored for its unique style. Issue advocacy through paid media, internet, TV, radio, and street theater have earned Berman over 100 national awards for creative messaging. Millions of people access Berman-created websites annually. These sites raise awareness and "Change the Debate" regarding radical environmental groups, animal liberation activists, labor unions, education reforms, individual property rights, as well as a wide range of consumer freedom issues.

A native of New York City, Berman is a graduate of Transylvania College in Lexington, Kentucky, and earned his Juris Doctorate from the law school at the College of William and Mary in Williamsburg, Virginia. He is admitted to practice in Virginia and the District of Columbia.

Jim Davis

Ascent Risk Solutions, former Chief of Public Safety, State of Colorado

Jim is the founder and chief executive officer of Ascent Risk Solutions, LLC, a Denver-based security and risk management consulting firm specializing in the unique needs of the oil and gas industry. Prior to starting his consulting practice, Jim served as a member of Colorado Governor John Hickenlooper's Cabinet as Executive Director of the Colorado Department of Public Safety (CDPS) and Homeland Security Advisor to the Governor. In that capacity, Jim led a department of over 1,600 employees and was responsible for the safety and security of those who live and play in Colorado through direct leadership and oversight of the Colorado Bureau of Investigation, the Colorado State Patrol, the Division of Criminal Justice, the Division of Homeland Security and Emergency Management, the Division of Fire Prevention and Control and the Colorado School Safety Resource Center.

Under Jim's leadership, the state successfully integrated homeland security, emergency management and wild land firefighting into CDPS. This new structure resulted in more coordinated and effective responses to emergencies such as the High Park, Waldo Canyon, Royal Gorge and Black Forest fires, as well as last September's flooding. Further, Jim oversaw the return of Port of Entry to the Colorado State Patrol, affording more efficient motor carrier safety inspections, improving traffic safety and reducing wear and tear to the state's highways.

Before working for Governor Hickenlooper, Jim had retired after serving almost 26 years in the FBI. His last assignment was as Special Agent in Charge of the Denver division of the FBI and was responsible for all investigative, intelligence and administrative operations for the FBI in Colorado and Wyoming. His career highlights included overseeing the investigation and disruption of an al-Qaeda terrorist plot led by Najibullah Zazi in 2009, serving as the senior federal law enforcement official for the 2008 Democratic National Convention, directing a four year undercover

Attendee List by Company

About Talent

Greg Krueger
(303) 564-9097
gkrueger@abouttalent.com

About Talent

Leigh Vadas
(303) 564-9097
lvadas@abouttalent.com

Adam James International

Kurt Colehower
(303) 785-7912
KColehower@AdamJames.com

Amegy Bank

Ronnie Causey
(720) 947-7426
ronnie.causey@amegybank.com

Amegy Bank

Kevin Donaldson
(720) 947-7410
kevin.donaldson@amegybank.com
Spouse/Companion: Elizabeth Donaldson

Amegy Bank

Steve Kennedy
(713) 235-8870
steve.kennedy@amegybank.com

Amegy Bank

Charles Troeger
(720) 947-7416
charles.troeger@amegybank.com

American Energy Alliance

Angela Haubert
(303) 396-7799
ahaubert@ierdc.org

American Oil & Gas Reporter

Bill Campbell
(316) 788-6271
bcampbell@aogr.com

Anadarko Petroleum Corporation

Brad Miller
(720) 929-6421
brad.miller@anadarko.com
Spouse/Companion: Janet Miller

Anadarko Petroleum Corporation

Murph Shelby
(720) 929-4310
murph.shelby@anadarko.com

Arthur J. Gallagher Risk Management Services, Inc.

Derek Heys
(303) 889-2516
derek_heys@ajg.com

Baker Hostetler LLP

Al Chidester
(303) 764-4091
achidester@bakerlaw.com

Baker Hostetler LLP

Dominic Lloyd
(303) 764-4101
dlloyd@bakerlaw.com

Banko Petroleum Management, Inc.

Dave Banko
(303) 489-7100
david@banko1.com

Basic Energy Services

Doug Rogers
(817) 334-4115
Doug.Rogers@basicenergyservices.com
Spouse/Companion: Susan Rogers

Beatty & Wozniak, P.C.

Bret Sumner
(303) 407-4499
bsumner@bwenergyllaw.com

Bjork Lindley Little PC

Robert Mathes
(303) 892-1400
rmathes@bjorklindley.com

Bjork Lindley Little PC

Kathleen Schroder
(303) 892-1400
kschroder@bjorklindley.com

Bonanza Creek Energy, Inc.

Kerry McCowen
(720) 440-6100
Kam@bonanzacrk.com
Spouse/Companion: Deb McCowen

BP America

Cindy DeLancey
(307) 630-2557
Cindy.DeLancey@bp.com

Breck Energy Corp

Stephen Barnes
(303) 295-1906
steve@breckenergy.com
Spouse/Companion: Debbie Barnes

Attendee List by Company

Burns & McDonnell

Bill Shearer
(303) 349-6777
georgeshearer@comcast.net

Calfrac Well Services Corp

Dale Larsen
(303) 293-2931
dlarsen@calfrac.com

Cassidy Turley Colorado

Ted Harris
(303) 312-4246
Ted.harris@cassidyturley.com

Catamount Constructors, Inc.

Brian Mulnix
(303) 679-0087
bmulnix@catamountinc.com

Chemco, Inc.

Graydon Neher
(303) 771-7777
bogray@msn.com
Spouse/Companion: Mayerle Neher

Chemco, Inc.

Mayerle Neher
(303) 771-7777
bogray@msn.com
Spouse/Companion: Graydon Neher

Chemco, Inc.

Morgan Neher
(303) 771-7777
morganneher@gmail.com

Cherry Creek Insurance

Jeffrey Parent
(720) 330-7918
jeffp@thinkccig.com

Chesapeake Energy Corporation

Kelsey Campbell
(720) 325-3074
kelsey.campbell@chk.com

Chesapeake Energy Corporation

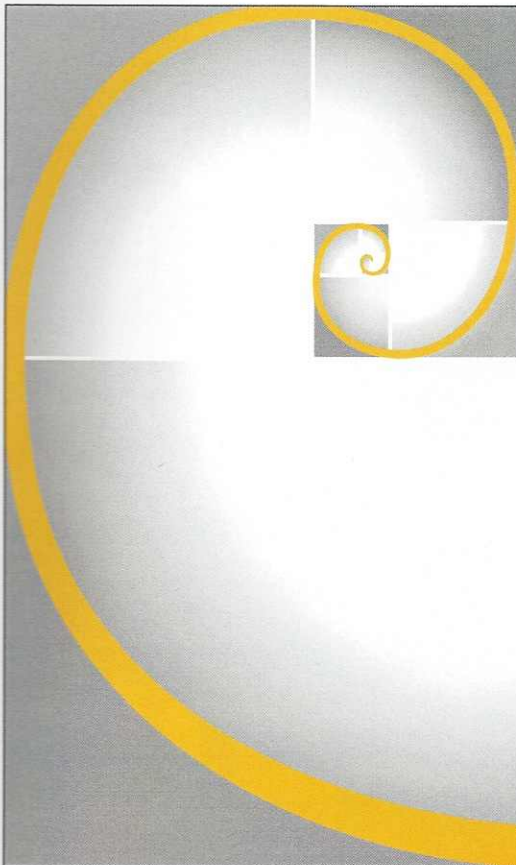
Brian Macke
(303) 704-0135
Brian.macke@chk.com

Colorado Oil and Gas Association (COGA)

Sarah Landry
(303) 861-0362
sarah@coga.org

Column Commercial Partners

Matt Brower
(303) 407-8800
mbrower@columncommercial.com



UNIQUE. BY DESIGN.

Our purpose — Energizing the World, Bettering People's Lives® — is the foundation of our commitment to safe, responsible operations.

Extraordinary performance is about more than operational excellence — it's about leadership, relationships and innovation. Working together, Colorado can have the energy we need, the economy we want and the environment we value.

ne noble energy

nobleenergyinc.com

Attendee List by Company

Comerica Bank

Caroline McClurg
(303) 294-3351
cmmclclurg@comerica.com

Corpac Steel

Tyler Hout
(303) 999-9451
Thout@corpacsteel.com

Craig Energy

Patty Jacobs
(720) 259-2463
patty.jacobs@craig-energy.com

Craig Energy

Danny Jimenez
(303) 551-3594
danny.jimenez@craig-energy.com
Spouse/Companion: Margarita Bravo

Craig Energy

Julie Villalobos
(720) 259-2458
julie.villalobos@craig-energy.com
Spouse/Companion: Jeff Villalobos

CREC

Paul Phillips
(503) 685-9400
phillips@pacwestcom.com
Spouse/Companion: Nancy Phillips

Crescent Point Energy US Corp.

Cameron Cuch
(303) 382-6762
ccuch@crescentpointenergy.com

Dan Larson Communications LLC

Daniel Larson
(303) 585-1122
danlarson@larson-comms.com

Devon Energy Corporation

Dru Bower-Moore
(307) 347-4477
Dru.Bower-Moore@dvn.com

Dupré Energy Services, LLC

Cornelius Dupré
(713) 231-9002
jackie@dupré.com
Spouse/Companion: Celia Dupré

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Attendee List by Company

EnCana Oil & Gas (USA) Inc.

Lem Smith
 (720) 876-5153
 lem.smith@encana.com

Enduring Resources, LLC

Barth Whitham
 (303) 573-1222
 bwhitham@enduringresources.com
Spouse/Companion: Maureen Whitham

Enseco

Kathryn Beiland
 (303) 746-2811
 kbeiland@enseco.com
Spouse/Companion: Kevin Beiland

Ensign Energy Services

Greg Burton
 (303) 292-1206
 greg.burton@ensignenergy.com
Spouse/Companion: Amie Jacobs-Burton

Ensign Energy Services

Jerry Cerkovnik
 (303) 292-1206
 jerry.cerkovnik@ensignenergy.com
Spouse/Companion: Sandy Cerkovnik

EOG Resources

Eric Dillé
 (303) 824-5542
 eric_dille@eogresources.com

ESC Lab Sciences

Johnny Mitchell
 (615) 944-9517
 jmitchell@esclabsciences.com

Eurofins Lancaster Laboratories Environmental Inc.

Kevin Moran
 (717) 656-2300
 kevinmoran@eurofinsus.com

Eurofins Lancaster Laboratories Environmental Inc.

Cassie Pelto
 (970) 232-3336
 cassandrepelto@eurofinsus.com

Fifth Third Bank

Jonathan Lee
 (303) 218-2419
 jonathan.lee@53.com
Spouse/Companion: Kristen Lee

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Attendee List by Company

First Western Trust Bank

Lou Clinton
(303) 531-8106
Lou.Clinton@myfw.com

First Western Trust Bank

Vera Divenyi
(303) 531-8106
Vera.Divenyi@myfw.com

Gallatin Public Affairs

Jay Natoli
(503) 220-0780
JayN@gallatinpa.com

Global Infrastructure Partners

Thomas Price
(720) 685-6115
tom.price@global-infra.com

GMT Exploration Company LLC

Whitney Lancaster
(303) 586-9289
whitney.lancaster@gmtexploration.com

GMT Exploration Company LLC

William Lancaster
(720) 946-3028
wdl@gmtexploration.com
Spouse/Companion: Laura Lancaster

GMT Exploration Company LLC

Marissa Walters
(303) 586-9275
mwalters@gmtexploration.com

GoFrac, LLC

Lindsey Leins
(817) 996-2933
lleins@gofrac.com

Golder Associates Inc.

Tekla Taylor
(713) 703-9573
tekla_taylor@golder.com

Granite Construction Company

Joe Spink
(801) 526-6146
joe.spink@gcinc.com

Halliburton

Bobby Plowman
(303) 899-4685
bob.plowman@halliburton.com
Spouse/Companion: Charlene Plowman

Halliburton

Randy Yeager
(303) 899-4774
randy.yeager@halliburton.com
Spouse/Companion: Melody Yeager

Hart Energy Publishing

Shelley Lamb
(713) 260-6430
slamb@hartenergy.com

Hart Energy Publishing

Eric Roth
(713) 260-6400
eroth@hartenergy.com

Harvey E. Yates Company

Trent Green
(575) 317-1740
TWGreen@HeycoEnergy.com
Spouse/Companion: Cathrine Green

Hein & Associates LLP

Patrick Hanley
(303) 298-9600
phanley@heincpa.com

Hein & Associates LLP

Tracy Pharis
(303) 298-9600
tpharis@heincpa.com

Holsinger Law, LLC

Kent Holsinger
(303) 722-2828
kholsinger@holsingerlaw.com

i 2 Construction

Clint Schmitz
(303) 877-9266
cschmitz@i2construction.com

IMA, Inc.

Jason Buehler
(303) 615-7472
jason.buehler@imacorp.com
Spouse/Companion: Mindy Buehler

Independent Petroleum Association of America (IPAA)

Cortney Hazen
(202) 427-2533
chazen@ipaa.org

INTL FCStone

John Murphy
816.729.5222
kellyjohnmurphy@aol.com

Attendee List by Company

Jacam Chemical Company

Brian Fakharzadeh
(303) 931-2135
brian.fakharzadeh@jacam.com
Spouse/Companion: Susan Fakharzadeh

Jackson Kelly PLLC

Robert Comer
(303) 390-0018
rcomer@jacksonkelly.com

Jones Lang LaSalle Americas, Inc.

Lindsay Brown
(303) 390-5215
lindsay.brown@am.jll.com

Juneau Energy LLC / Juneau Exploration LP

Ryan Parsley
(303) 951-1116
rparsley@juneauexploration.com

J-W Energy Company

Shayla Martin
(720) 385-3033
smartin@jwenergy.com

Kleinfelder

Derek Bowman
(303) 781-8211
dbowman@kleinfelder.com

Kleinfelder

Jeff Ryan
(303) 781-8211
jryan@kleinfelder.com

Kodiak Oil & Gas

Michael Murray
(303) 592-8032
mnmurray@kodiakog.com
Spouse/Companion: Dawn Murray

Lathrop & Gage L.C.

Jack Merritts
(303) 931-3217
jmerritts@lathropgage.com
Spouse/Companion: Tori Merritts

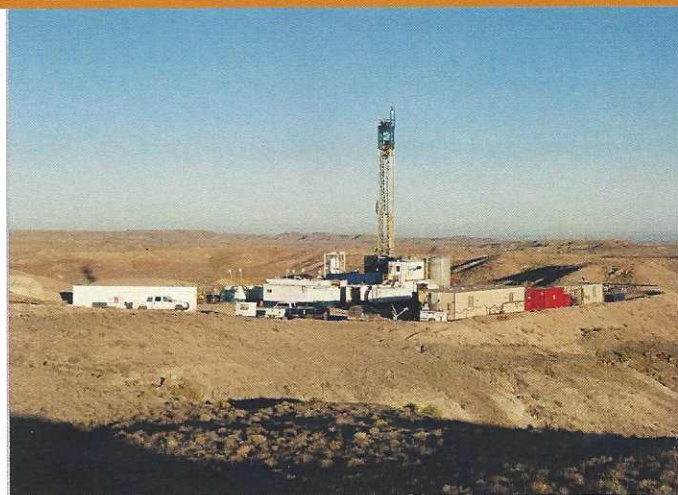
Liberty Oilfield Services

Marc Fisher
(281) 851-5945
kevin.fisher@libertyfrac.com
Spouse/Companion: Kathleen Fisher

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Attendee List by Company

Linn Energy

Kym Olson
(713) 289-9827
kolson@linnenergy.com

Linn Energy

Jim Standley
(713) 289-9827
jstandley@linnenergy.com

Mesa Energy Partners

James Schroeder
(303) 951-0483
jschroeder@mesa-energy.net
Spouse/Companion: Althea Schroeder

National Fuel Corporation

Diane Thompson
(303) 996-6775
dthompson@national-fuel.com

Newalta Environmental

Dewitt Dees
(713) 253-2393
ddees2@newalta.com

Newfield Exploration Company

Andrew Bremner
(303) 383-4117
abremner@newfield.com

Newfield Exploration Company

Daryll Howard
(303) 383-4172
dhoward@newfield.com
Spouse/Companion: Loren Howard

Newfield Exploration Company

Bruce Stallsworth
(303) 383-4112
bstallsworth@newfield.com

Noble Energy Inc.

Tripp Kerr
(303) 228-4200
tkerr@nobleenergyinc.com

Noble Energy Inc.

Bob Leo
(303) 228-4028
rleo@nobleenergyinc.com

Noble Energy Inc.

Robert Veldman
(720) 587-2187
rveldman@nobleenergyinc.com

PDC Energy, Inc.

George Courcier
(303) 860-5804
george.courcier@pdce.com
Spouse/Companion: Dyana Frazier Courcier

PDC Energy, Inc.

Adell Heneghan
(303) 831-3973
adell.heneghan@pdce.com

PDC Energy, Inc.

Celesta Miracle
(303) 831-3928
celesta.miracle@pdce.com

Pioneer Natural Resources

Betty Brownson
(303) 298-8100
betty.brownson@pdx.com

Pioneer Natural Resources

Jennifer Webster
(303) 675-2603
jennifer.webster@pdx.com

QEP Resources, Inc.

Brent Rockwood
(303) 672-6999
brent.rockwood@qepres.com

QEP Resources, Inc.

Shane Schulz
307-214-8698
shane.schulz@qepres.com

QEP Resources, Inc.

Lynn Welker
(303) 308-3623
lynn.welker@qepres.com

Quad Knopf Inc.

Martina Pernicano
(559) 733-0440
MartinaP@quadknopf.com

Attendee List by Company

Resolute Energy Corporation

Jim Piccone
(303) 534-4600
jpiccone@resoluteenergy.com

Robert L. Bayless, Producer LLC

Robert Bayless, Jr.
(303) 296-9900
robb@bayless-cos.com

RockPile Energy Services

Kimberly Croll
(303) 825-9179
kcroll@rockpileenergy.com

RockPile Energy Services

James Evans
(303) 825-8170
jevans@rockpileenergy.com

RockPile Energy Services

Howard Rough
(303) 825-8170
hrough@rockpileenergy.com

Saga Petroleum

Chuck Farmer
(303) 996-7766
cfarmer@sagapetroleum.com
Spouse/Companion: Dana Farmer

Saga Petroleum

Peter Mueller
(303) 996-7766
pmueller@sagapetroleum.com

Saga Petroleum

Harry Pritchett
(303) 996-7766
hpritchett@sagapetroleum.com

Samson Resources

Tom Clayson
(307) 265-3237
tclayson@samson.com

Samson Resources

Heather Smith
(303) 222-9777
heathers@samson.com

Samuel Gary Jr. & Associates

Lonnie Brock
(720) 746-5041
Lonnie@samgaryjr.com

Sanjel (USA) Inc.

Brent Allen
(303) 893-6866
brallen@sanjel.com

Savills Studley

Jim McGrath
(303) 217-2601
jmcgrath@studley.com

Schlumberger

Mike Brunstein
(303) 486-3200
mbrunstein@slb.com
Spouse/Companion: Cindy Brunstein

SM Energy

Patty Errico
(303) 830-5052
perrico@sm-energy.com

SM Energy

Jay Ottoson
(303) 861-8140
jottoson@sm-energy.com

Strad Energy Services

Kathryn Hansen
(720) 292-2200
khansen@stradenergy.com
Spouse/Companion: Nick Hansen

The Oil & Gas Asset Clearinghouse

John Klee
(303) 263-1946
jklee@ogclearinghouse.com
Spouse/Companion: Pam Klee

Thomas J. Sisk and Company, Inc.

Trevor Gilstrap
(303) 831-7100
tgilstrap@tjsisk.com

Tracker Resource Development

Jeff Vaughan
(303) 534-9513
jeffv@tracker-resources.com
Spouse/Companion: Gina Vaughan

Trihydro Corporation

Trisha Fanning
(303) 503-7539
tfanning@trihydro.com

Attendee List by Company

Trihydro Corporation

Kurt Schweigert
(303) 679-3143
kschweigert@trihydro.com

U.S. Bank

Bruce Hernandez
(303) 585-4117
bruce.hernandez@usbank.com
Spouse/Companion: Tammy Hernandez

UBS Financial Services, Inc.

Daniel Green
(303) 267-3050
daniel.l.green@ubs.com

Ultra Petroleum, Inc.

Staci Gordon
(303) 645-9846
mhelwig@ultrapetroleum.com
Spouse/Companion: Mike Helwig

Ultra Petroleum, Inc.

Mike Helwig
(303) 645-9846
sgordon@ultrapetroleum.com
Spouse/Companion: Staci Gordon

Upstream Petroleum Management, Inc.

Kimberly Rodell
(303) 942-0506
Krodell@upstreampm.com

Vaughey & Vaughey

David Milholm
(918) 629-3867
dcmilholm@gmail.com

Vaughey & Vaughey

John Vaughey
(918) 629-3867
john@vaugheyus.com

Welborn Sullivan Meck & Tooley, P.C.

Steve Bain
(303) 830-2500
sbain@wsmtlaw.com

Welborn Sullivan Meck & Tooley, P.C.

Rebecca Watson
(303) 376-4463
rwatson@wsmtlaw.com

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SUITE 2300
DENVER, COLORADO 80290-2300
303.837.1661
Fax 303.851.4923



Attendee List by Company

Wells Fargo Bank, N.A.

Rich Gan
(303) 863-6293
ganr@wellsfargo.com
Spouse/Companion: Sarah Gan

Wells Fargo Bank, N.A.

Tim Green
(303) 863-6765
tim.green@wellsfargo.com

Western Energy Alliance

Susan Fakharzadeh
(303) 623-0987
sfakharzadeh@westernenergyalliance.org
Spouse/Companion: Brian Fakharzadeh

Western Energy Alliance

Aaron Johnson
(303) 623-0987
ajohnson@westernenergyalliance.org
Spouse/Companion: Laura Johnson

Western Energy Alliance

Gina Mateo
(303) 623-0987
gmateo@westernenergyalliance.org
Spouse/Companion: Alex Mateo

Western Energy Alliance

Brian Meinhart
(303) 623-0987
bmeinhart@westernenergyalliance.org
Spouse/Companion: Charity Meinhart

Western Energy Alliance

Ursula Rick
(303) 623-0987
urick@westernenergyalliance.org

Western Energy Alliance

Kathleen Sgamma
(303) 623-0987
ksgamma@westernenergyalliance.org

Western Energy Alliance

Tim Wigley
(303) 623-0987
twigley@westernenergyalliance.org

Western Energy Alliance

Wendy Wollert
(303) 623-0987
wwollert@westernenergyalliance.org

Whiting Petroleum Corporation

Jack Ekstrom
(303) 390-4251
jack.ekstrom@whiting.com
Spouse/Companion: Diane Ekstrom

Whiting Petroleum Corporation

Sam Knaizer
(303) 390-1351
sam.knaizer@whiting.com

Wold Oil Properties, Inc.

Kathie Hoogendyk
(720) 880-2354
khoogendyk@woldoil.com

XTO Energy Inc.

Fernando Blackgoat
(505) 930-7010
fernando_blackgoat@xtoenergy.com
Spouse/Companion: Lena Blackgoat

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COLORADO: **Tom Lennon** - President
303.449.1151
tom.lennon@wcrminc.com

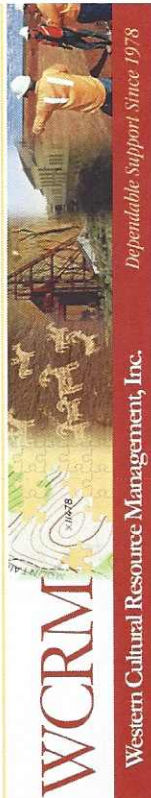
NEW MEXICO: **Chuck Wheeler** - Vice President
505.326.7420
chuck.wheeler@wcrminc.com

NEVADA: **Ed Stoner** - Regional Manager
775.358.9003
ed.stoner@wcrminc.com

NEVADA: **Mark Demuth** - Principal Environmental Planner
775.358.9003
mark.demuth@wcrminc.com

ARIZONA: **Chuck Wheeler** - Vice President
480.423.6837
chuck.wheeler@wcrminc.com

www.wcrminc.com



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NEW YORK - THE CROSSROADS
WHAT'S THE FUTURE LOOK LIKE?

Agenda and Program

Our Annual Meeting is scheduled one week after the 2014 elections so this will be a very interesting time for New York's oil and gas industry. We're optimistic about a great outcome but need to be prepared in case the election results are not favorable. Join us as we discuss the post-election results, where we go from here, and numerous other topics of interest that operators need to hear. What happens here will not go unnoticed in other states!

TUESDAY, NOVEMBER 11

6:00 - 7:30 pm: **Get Acquainted Cocktail Reception**

WEDNESDAY, NOVEMBER 12

NEW YORK - THE CROSSROADS

WHAT'S THE FUTURE LOOK LIKE?

7:30 am: Registration begins

Session 1 - GAS MARKETS, PRICING AND PIPELINES

8:15 - 8:45 am: **"The New North East—Advantages for the Producer and Energy User Long Term"**; Gary Marchiori, President, EnergyMark, LLC, Williamsville, NY

An in-depth look at the dynamics of the Northeast production boom. Effect on price for producers, pricing swings and causes of the location value change that has revolutionized the Northeast US energy environment. Discussion of factors affecting natural gas and electric pricing, and details of changes occurring in regional pipelines and movement of natural gas away from our region.

8:45 - 9:15 am: **"How Is the Abundance of Natural Gas Reshaping the Energy Landscape?"**; Janine Whitken, Principal Project Manager, Ecology & Environment, Inc., Arlington, VA

This presentation will discuss trends in power plant fuels for NY and the US, including status of converting plants from coal to natural gas. The drivers for increasing use of natural gas will be examined, along with how the convergence of these drivers is currently playing out in the energy industry and what the projected environmental impacts could be from this change.

9:15 - 9:45 am: **"Pipeline Development to the North & East"**; Kinder Morgan, Speaker TBD

The Tennessee gas pipeline location and importance to movement of supply in the Northeast will be described. New Projects, expansions and locations of the improved systems will be detailed as well as expansion information to New England and from Pennsylvania to these points will be provided.

9:45 - 10:00 am: **Break**

Session 2 – BEST PRACTICES and ENVIRONMENTAL REQUIREMENTS

10:00 - 10:30 am: **“Evolving Best Management Practices in the Marcellus and Utica Shales: 2007-2014”**; J. Daniel Arthur, P.E., SPEC / ALL Consulting; Tulsa, OK

Examples will be presented on how various practices have improved and perhaps implications to the environmental analyses performed as part of the SGEIS in NY. Insights will be provided pertaining to how these improvements in various practices have further reduced the environmental impacts of shale development in the region.

10:30 - 11:15 am: **“GHG Reporting and Subpart 0000 Requirements for the Oil & Gas Industry”**; Thomas Seguljic, P.E., Vice President, HRP Associates, Inc., Clifton Park, NY

On-going requirement impacts on oil and gas operations that emit greater than 25,000 metric tons of greenhouse gases per year plus discussion on Subpart 0000 compliance dates expending until 2015 and impacts to tanks, compressors, pneumatic valves and hydrofracking operations at new and modified operations.

11:15 - 11:45 am: **“Are You Ready For the EPA?”**; Charles Malcomb, Associate, Hodgson Russ, LLP, Buffalo, NY and Charlie Gjersvik, Senior Environmental Scientist, Conestoga-Rovers & Associates, Buffalo, NY

The Environmental Protection Agency (“EPA”) has visited wells and related production facilities of several New York operators and has sent requests for information pursuant to the Clean Air Act, which is typically the first step in EPA enforcement proceedings. Properly responding to these inquiries is critical in mounting a successful defense to EPA’s enforcement efforts. This presentation will address the practical, political, and legal basis behind EPA’s efforts, and will discuss key points that operators should keep in mind when faced with these types of enforcement activities.

11:45 - 12:15 pm: **“Stray Gas Migration: Incidence, Preparedness and Response”**; Timothy Eriksen, P.G., Senior Geologist, Moody and Associates, Inc., Waverly, NY

As development in the Appalachian Basin continues to grow, the migration of stray gas has become the most important environmental issue to the oil and gas industry. Due to the dynamic nature of stray gas manifestations, conventional remediation techniques are typically ineffective as they do not incorporate the characteristic behavior of a lighter than air gas in the subsurface. The time to prepare for a stray gas incident is before it occurs!”

12:15 pm: **IOGA of NY Annual Business Meeting**

12:15 - 1:30 pm : **Lunch w/Keynote Speaker** – Gavin Donohue, Independent Power Producers of New York, Inc. (IPPNY), Albany, NY;
“IPPNY’s Perspective on New York’s Energy Landscape”



Session 3 - COMMUNITY AND POLITICS - YOU MAKE A DIFFERENCE!

1:45 - 2:30 pm: **"2015—The Fate of Oil & Gas in New York"**; Senator Thomas O'Mara, Esq., and Yvonne Hennessey, Esq., Hiscock & Barclay, Albany, NY

Who will control the Senate in 2015 and what does that mean for the SGEIS specifically as well as the oil and gas industry? The presentation will then highlight key developments relative to pipeline infrastructure in New York, focusing on key case law concerning the FERC's approval of interstate pipelines; the interplay of the state permitting process before the DEC and tactics being employed to delay and stop pipeline construction within New York.

2:30 - 3:00 pm: **"Natural Gas and the Politics of New York"**; Rolland Kidder, (Rolly) Retired - Director of National Fuel Gas Co., Executive Director, Robert H. Jackson Center for Justice; former NYS Assemblyman; Author, Ashville, NY

What have been the politics behind the "moratorium" on permits and what can we expect in the days ahead? How can the oil and natural gas industry in New York best communicate and advocate its position going forward?

3:00 - 3:15 pm: **Break**

Session 4 - INVESTMENT WORKSHOP:

3:15 - 4:30 pm: **"The Investment Prescription"**; Ryan Smith, Educator, Senior Consultant, Author, Speaker, Salt Lake City, UT

How can you, as an oil and gas professional, identify winning and losing investments? What are the top five investment mistakes made by oil and gas professionals and how to avoid them? How can you position your assets for growth in a volatile market? Come find out from Ryan Smith, the author of "The Investment Prescription"

5:00 - 6:00 pm: **Meet & Greet Cocktail Reception**

6:00 pm: **Dinner w/Keynote Speaker Jack Hubbard**, Berman & Co., Washington, D.C.; **"Big Green Radicals: Winning Public Opinion, Undermining the Activist's Credibility & Changing the Debate"**

8:00 pm: Adjourn



REGISTRATION FORM

Registration deadline – November 5, 2014.

Registration includes technical seminar, two cocktail receptions, lunch and dinner.

Early Registration: On or before 10/24/2014

IOGA of NY Members \$350

Non-Members \$375

Regular Registration: After 10/24/14

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Non-Members \$395

Spouse Registration \$ 90*

*(*Includes cocktail receptions & dinner only - not for industry professionals)*

Spouse Name (For badge) _____

Student Registration - Wed. only \$ 50

- Tues. cocktail only \$ 15

All meals are included in registration fee. IOGA of NY is charged for all meals ordered, so please indicate your attendance at meals. Thank you!

11/11/14: Cocktail Reception

11/12/14: Luncheon Cocktail Reception Dinner

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All sponsorships receive recognition on general signage at the meeting, a flyer in the attendee packets, and in the next issue of our newsletter, The Pipeline. **Deadline for sponsorship is Wednesday, October 29th for signage unless otherwise noted. (** Bag and lanyard sponsorship deadline is October 15th to have items imprinted with sponsor's name.)**

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Platinum	<input type="checkbox"/>	\$1,500
Diamond	<input type="checkbox"/>	\$1,000
Gold	<input type="checkbox"/>	\$ 750
Silver	<input type="checkbox"/>	\$ 500
Bronze	<input type="checkbox"/>	\$ 250

Specific Sponsorships: *(Please email your company logo in jpg format to info@iogany.org)*

Dinner Sponsor <i>(Includes seating with keynote speaker)</i>	<input type="checkbox"/>	\$1,500
Luncheon Sponsor	<input type="checkbox"/>	\$1,000
Cocktail Receptions	<input type="checkbox"/>	\$1,000
Attendee Bags	<input type="checkbox"/>	\$ 750**
Attendee Nametag Lanyard	<input type="checkbox"/>	\$ 500**
Breaks	<input type="checkbox"/>	\$ 250

Friends / Other: \$ _____

Contact Name: _____

Company: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

Email: _____ Date: _____

Amount Enclosed: \$ _____

Mail completed form with full payment to:

IOGA of NY, 38 Lake St., Hamburg, NY 14075

Payment can be made by CREDIT CARD on our website at www.iogany.org/events.

THANK YOU FOR YOUR SUPPORT!

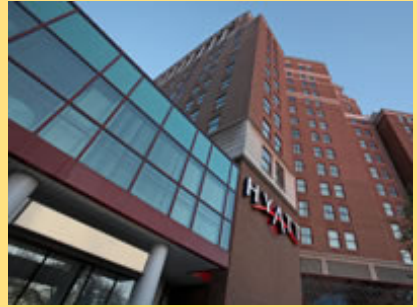
Hyatt Regency Buffalo

Two Fountain Plaza,
Buffalo, NY 14202

A block of rooms has been reserved for IOGA
of NY at \$124.00 single or double occupancy.

For Reservations: 888-421-1442 or
<https://resweb.passkey.com/go/oilandgas>

(Room block available until 10/21/14)



In addition to the great line-up of speakers, Buffalo has much to offer. There are architectural masterpieces by Frank Lloyd Wright and others, world class modern art at the Albright-Knox Art Gallery, touring Broadway productions at the magnificent Shea's Performing Arts Center, the Grammy Award-winning Buffalo Philharmonic Orchestra, a fascinating history, and countless festivals and events, because Buffalo is alive with things to do and discover!

And, on top of entertainment, art, and culture, we have a natural wonder -Niaqara Falls- just 30 minutes away!

(Average daily temperature is low 50's during the day and in the mid 30's nightly.)

Want to tell others about your company?

Have a prospect to show?

Don't want to stand at a booth all day?

This year's Annual Meeting will bring a different approach to showcasing your company's products and services. *Limited to the first 16 respondents!*

If you are attending the technical seminar you are welcome to advertise your company through a small table-top display for just **\$50.00!** Small round cocktail tables will be provided throughout the cocktail reception / break area providing a chance to highlight your company and display your business cards, promotional items and other material. We will provide a stand-up sign with your company name and logo. Pipe, drape, or electricity will not be available.

Just let us know on the registration form if you are interested!

KEYNOTE SPEAKERS

Gavin Donohue - Lunch Keynote

Mr. Gavin J. Donohue is the President and CEO of the Independent Power Producers of New York, Inc. (IPPNY), a statewide trade association organized in 1986. IPPNY represents more than 100 operators and developers of independent power projects, power marketers, and suppliers of goods and services to the industry. Mr. Donohue began his tenure at the New York State Department of Environmental Conservation (DEC) in 1995 when he was appointed Assistant Commissioner responsible for overseeing all legislative and intergovernmental affairs at the agency. From December 1998 until March 2001, he served the DEC as Executive Deputy Commissioner of the 3,700-employee agency, as well as developing and coordinating the implementation of all major legislative and policy initiatives impacting the environment. He holds a Bachelor of the Arts degree in Political Science from Siena College in Loudonville, New York; attended the State University of New York Nelson A. Rockefeller College of Public Affairs and Policy and Harvard University's, John F. Kennedy School of Government.



Ryan Smith - Investment Workshop

Ryan Smith is one of the nation's leading experts on investing. He has decades of investment experience and co-manages assets in excess of \$200 million. Ryan has presented at over 600 conventions, conferences, and seminars across the country with excellent reviews. He has shared the stage with General Colin Powell, Mayor Rudy Giuliani, Steve Forbes, Sarah Palin, Ben Stein, President Bill Clinton, and many more. He has also taught at Cal Poly State University and the University of Tampa. He was drafted by the Baltimore Orioles and Anaheim Angels, but saw more potential in full-time investing. He was invited to train Donald Trump's family at the Trump Tower at age twenty-six. His work has been featured in NREI, The New York Times, and Bloomberg.



Jack Hubbard - Dinner keynote

Jack Hubbard is a Vice President at Berman and Company, a full-service research and communications firm located in Washington, DC. Berman and Company consistently excels in getting its clients' and donor messages placed before the public through aggressive media outreach. Berman and Company spokespeople regularly appear on television and radio programs and place over 250 Opinion Editorials in major newspapers every year. Berman and Company recently launched "Big Green Radicals", a public education campaign designed to expose the radical nature of the anti-energy activist movement. Prior to Berman and Company, Hubbard was employed by the United Bank of Switzerland and graduated from Davidson College.

