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June 26, 2019

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Executive Director  
DLJ Consulting, LLC  
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Senator Dick Barrett, Acting Presiding Officer  
Revenue Interim Committee  
Montana State Legislature  
Helena, Montana 59620

**Subject: HJ 35 – Interim Tax Study  
Non-Legislative Committee Member Appointments**

Senator Barrett,

The Montana Infrastructure Coalition would like to first commend the Legislature, and more particularly this committee for taking on the monumental task of examining our current tax structure and exploring opportunities to update and optimize, and potentially augment our existing revenue tools.

As you are aware, the Infrastructure Coalition has been shedding light on the mounting infrastructure deficit in the state of Montana for the last four years, and our membership is growing in its resolve to find reasonable and sustainable solutions to address that deficit. We believe HJ 35 provides a meaningful opportunity to examine a broad range of potential solutions and we urge the committee to keep an open mind and keep all options on the table for thorough and objective analysis throughout the study.

We would also like to formally request to participate in the study in the role of the “infrastructure expert” as outlined in the bill. While the Coalition will retain a number of outside experts to help conduct our own analyses, and we may request consideration of the expertise of several of our individual members, the Coalition has requested that I serve as the point person and representative of the Coalition if we are given the privilege of serving on the committee.

For those who are unaware of my background, I would remind committee members that I spent the first 20+ years of my career in planning, permitting and finance of major infrastructure projects throughout the intermountain west. I have led multi-disciplinary teams of scientists, engineers and contractors through regulatory processes, public engagement, and construction phases to ensure that public infrastructure projects serve their primary purpose in the most responsible and cost effective manner possible.

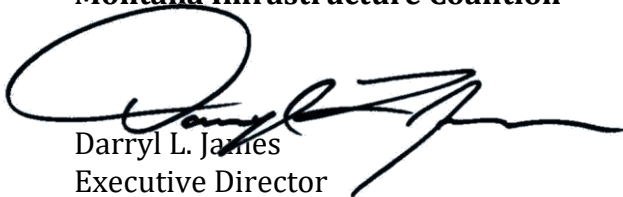
Over the last eight years, I have spent the bulk of my time assisting both public and private development projects navigate onerous regulatory processes. My background in public policy and project finance has been invaluable to my clients, and I and the Coalition are certain that this professional background would lend well to the discussions of this committee over the interim.

Either way, the Montana Infrastructure Coalition stands ready to commit time and resources to this study. We are committed to objective analysis and a robust dialogue around the effectiveness of our current tax system and what a modern structure might entail.

On behalf of the Coalition, thank you again for the thoughtful consideration of the many infrastructure funding proposals brought before the legislature over the past two sessions and for the work you are all committed to doing over the interim.

Sincerely,

**Montana Infrastructure Coalition**



Darryl L. James  
Executive Director

cc: Rep. Alan Redfield, Chair House Taxation  
Megan Moore, Legislative Staff