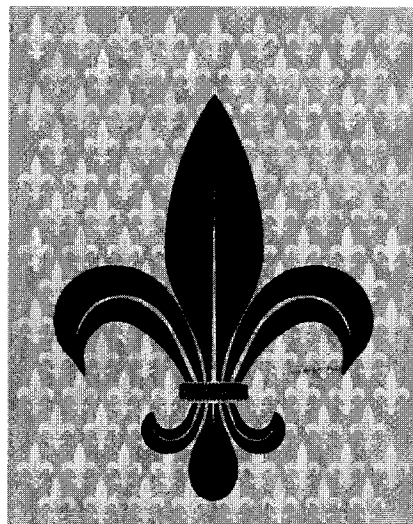


Spring Meeting

Coming out of the Recession –
Government Look-ahead

Fred Abousleman & Walter Brooks

Friday, April 16, 2010
8:15AM – 9:45AM



REGIONS Trends and Opportunities

Regions In Changing Economies

ASFE

**Fred Abousleman
Executive Director
National Association of Regional Councils**

**Walter Brooks
Executive Director
New Orleans Regional Planning Commission**

Our Premise

- Thanks to ASFE
- Infrastructure is key
- Understanding and Redefining the region and the regional economy is key

The Current Economic Crisis

- Massive infusion of public capital into the economy
 - close to one trillion dollars
- Sweeping commercial and personal default
 - Add \$225,000 to every foreclosure for true economic effect
- Is slowing investment and innovation
- The premise that the private sector would assist the public in development and infrastructure is now false for the foreseeable future

State of the Nation

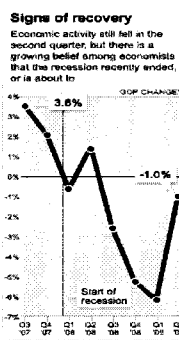
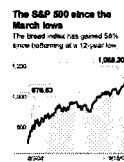
- US economic conditions is hitting everything – federal, state and local budgets are under constraints and cuts.
- ASCE has given our nation's public infrastructure a D, estimating that it will cost \$2.2T over the next five years just to repair current infrastructure
- More than 72,000 miles of municipal water and sewer pipe are more than 80 years old, threatening the public health and economies of communities large and small
- Japan, China, India, and the EU are investing much more in infrastructure

The Nation

- The U.S. spends less than 1% of GDP on infrastructure
 - China spends 9%
 - India spends 3.5%
- Federal infrastructure spending accounted for 10% or more of the budget from 1959 -1966
- TODAY, federal spending on infrastructure is approx. 3% of total federal budget
- CBO estimates \$1.7T deficit (11.9% of GDP) this year
- States and localities account for around 75% of total infrastructure spending

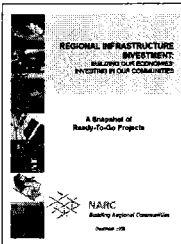
The Nation

- Things looking up in the economy
- Housing Starts are up
- S&P up



Second Stimulus NARC Report

NARC released, *Regional Infrastructure Investment: Building Our Economies; Investing in Our Communities*, providing a snapshot of potential investment on the regional level. NARC identified \$23 billion+ worth of "ready-to-go" projects that could be contracted out within 180 days.



Third Stimulus HIRE

\$27.5 billion for highway infrastructure investments;

\$8.4 billion for public transportation investments.

\$2 billion to help communities provide clean and safe water, including \$1 billion for the Clean Water State Revolving Fund and \$1 billion for the Safe Drinking Water State Revolving Fund.

\$2 billion for the Energy Department's Innovative Technology Loan Guarantee Program, to promote the rapid deployment of renewable-energy and electric-transmission projects.

The measure would extend the highway, mass transit and road safety programs through Sept. 30, 2010. The funding would be provided in the same proportion as the funds were allocated in fiscal 2009.

The measure would provide contract authority for the covered programs and it also would extend the authority to spend money from the Highway Trust Fund through the end of the fiscal year. It would provide 100 percent federal share for transportation programs and repeal language in current law that prohibits Highway Trust Fund balances from earning interest.

The measure would transfer an additional \$20 billion from the Treasury's general fund to the Highway Trust Fund.

HIRE

\$800 million for capital grants to Amtrak for the acquisition and rehabilitation of rolling stock and passenger equipment.

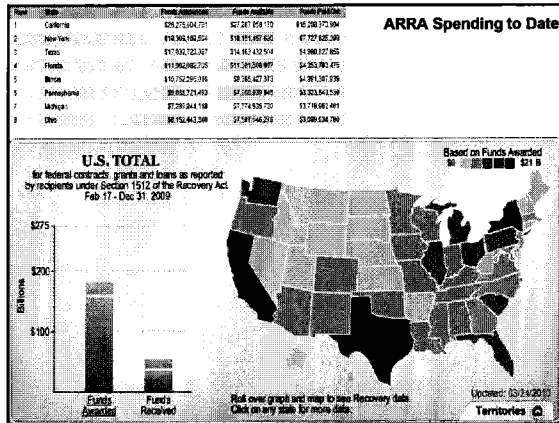
\$715 million for environmental restoration, flood protection, hydropower and navigation infrastructure projects by the Army Corps of Engineers.

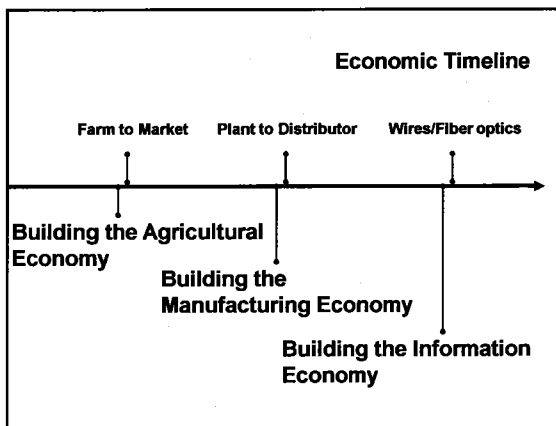
\$500 million for airport improvement projects.

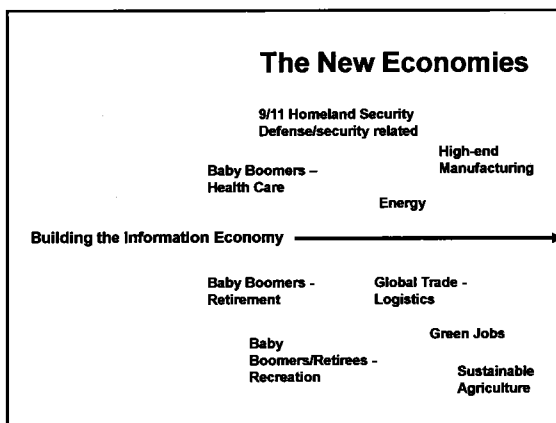
\$100 million to provide drinking water to rural areas and to ensure adequate water supply to areas affected by drought.

- Aid to State & Local Governments - The measure would provide \$26.7 billion to help stabilize state and local public service jobs such as teachers, firefighters and police officers. It would provide:

- Tax Credits & Other Assistance - The measure would provide at least \$26.1 billion in tax credits and adjustments to other assistance programs.







The Regional Economy

- 1970-1999
 - The Decades of the Information Age
- 1999-2000+...?
 - The Decades of the Logistics Age?
 - Post 200x...Green Economy?
 - Energy?
 - At current oil prices, we will send \$700 billion dollars out of the country this year alone.
 - Projected over the next 10 years the cost will be \$10 trillion — it will be the greatest transfer of wealth in the history of mankind.*
 - While our economy has shifted from manufacturing to information, the fastest current growing share of the new economy is logistics: Warehousing, Transportation, Goods Movement.
 - It is anticipated that new energy development and green jobs will also be significant.

* Pictures

The Information Age

- We continue to react to building information age regions:
 - Many of our information based resources (companies, R&D, support services) are being outsourced to India and China.
 - New industry that is rising: Warehousing, shipment centers, inland and water port facilities, air cargo hubs, rail intermodal terminals, light manufacturing, etc.
- We have replaced our Heavy Industrial Region with one based both on information AND Light Industry AND Distribution.
- But do we have the capacity to absorb this new/different growth?

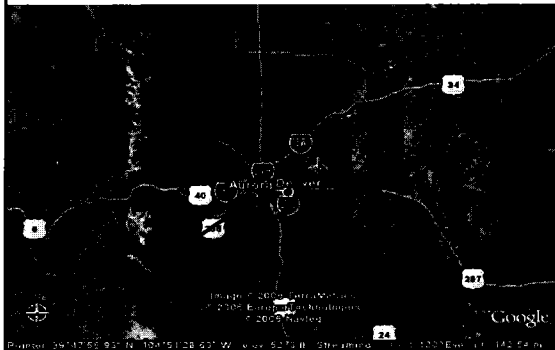
The Current Conditions or our Regions

- Despite years of growth in many regions (especially the south and mountain west) regions are increasingly unable to fund critical infrastructure to sustain economic growth and expansion.
- Our traditional Federal/State/Local relationship is not proactive or flexible to meet current and emerging needs.
- The reality of regionalism is moving faster than our ability to conceptualize it.

Traditional Regions

- **Traditionally Regions:**
 - Provided continuous connection in commuter and economic sheds.
 - But were bounded by narrow corridors and business linkages.
 - Focus on one distinct center (downtowns)
 - Provided a forum to communities to solve common problems.
 - Dependent on availability of state/local AND federal resources.
 - Were usually easy to define – Urban, rural, suburban, etc.
 - Now are multi-national, multi-state, multi-corridor
 - Traditional Economic Indicators
 - Manufacturing, Agriculture, Migration

The Traditional Region



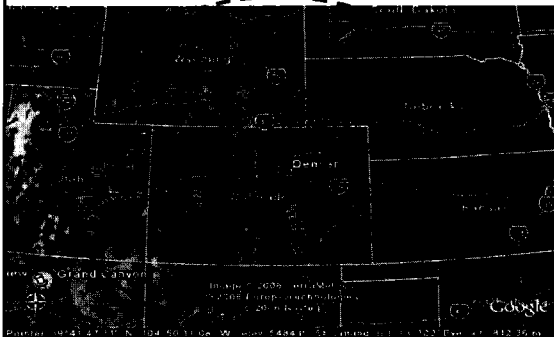
The New Region

- **Distinct New or Emerging Economies**
 - Retirement
 - Health care
 - High-end Technology
 - Logistics
 - Recreation
 - Defense
 - Green
 - Energy
 - Education

The New Region

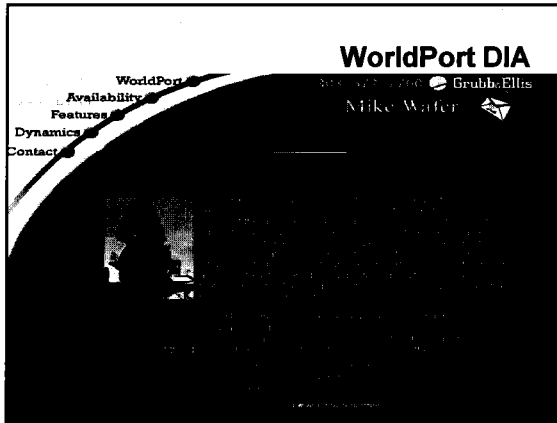
- Globally connected
- Outside traditional economics
- Severely impacted by freight and goods movement
- Rapidly changing land-use and economic patterns
 - Housing costs
 - Inner city booms
 - Retirement
 - Health Costs
 - Immigration
- Self sustaining

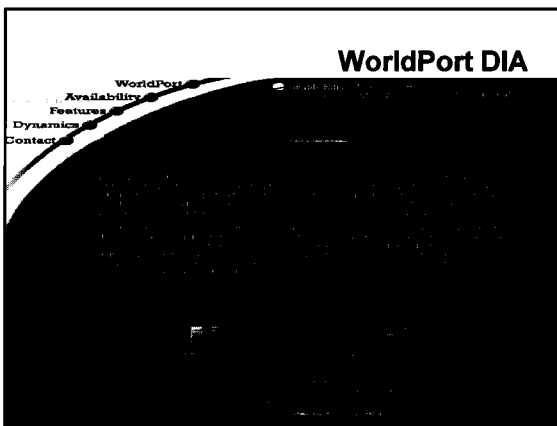
The New Region



Denver Industry

- There are nine major industry clusters in the nine-county Metro Denver and Northern Colorado region
- All nine industry clusters are important to the economic base, making them primary targets for economic development retention and expansion efforts
- Aerospace, aviation, bioscience, energy, financial services, information technology (hardware and software), beverage production, broadcasting and telecommunications
- Five Fortune Five Hundred Headquarters





Press - Logistics

- OfficeMax Opens New Distribution Center in Denver
- New Facility Boosts Service, Quality and Customer Support in a Five-State Area
- The new facility is an integral part of OfficeMax's efficient network of distribution centers nationwide. It serves OfficeMax's business and retail customers in New Mexico, Colorado and Wyoming, along with parts of Utah and Nebraska, delivering office supplies daily to enterprise, commercial, retail and Internet customers.

Press - Logistics

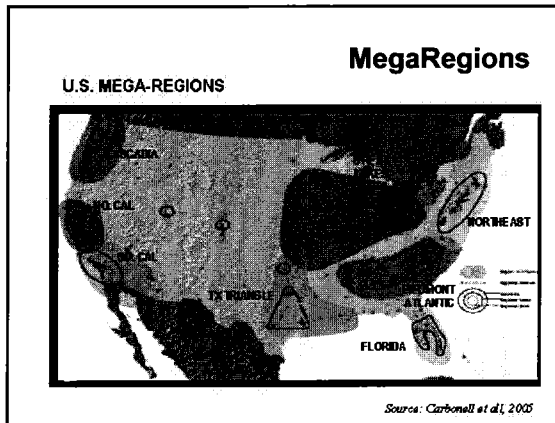
- United Rentals Opens Contractor Supplies Distribution Center in Denver, Colorado.
- United Rentals, Inc. opened its new contractor supplies distribution center in Denver, Colorado. The 32,000 sq.-ft. facility is the eighth of nine regional warehouses planned throughout the United States and Canada. The new distribution center stocks 7,000 contractor supply line items.
- The Denver center will fulfill customer orders placed through approximately 40 United Rentals locations in Colorado, Montana, Nebraska, New Mexico and Utah.

Transportation in the Region of the Future

- Commuters compete with truckers:
 - More transit?
 - Current housing/economic/transportation crunch will actually create the sustainable community form.
- Not enough trucks to move containers:
 - More rail facilities? CREATE Project
 - Los Angeles
- Airports more congested:
 - More regional aviation links?
 - Less reliance on hub and spoke system?

The Urban/Rural Continuum

- Critical to understand the linkages between urban and rural communities
- Commuter sheds, aviation, logistics, telecommunications, and other technologies leads to a inter-relationship never before realized
- Leads to economies of a massive scale



The Work Force of the Future

- According to business surveys, there are currently 4 generations in the workplace. Those born before 1945 (called Veterans), those born between 1945 and mid-1960 (called **Boomers**), those born between 1965 and 1980 (known as Gen Xers), and those born after 1980 (either Nexters or Gen Yers).
- This creates a minimum age span difference of at least 35 years.

Workforce

- The workforce is aging
- The workforce is becoming smaller
- Foreign born workers/immigrants in workforce rising
 - Still difficult to attract and retain this workforce
 - H visa and immigration law impacts our ability to recruit and retain high skilled foreign born workers.
- There will be a critical gap in demand and supply in the work force as baby boomers retire, our population drops off and less skilled workers enter the work force.

Telework

- Telework employees are just as if not more productive and happier, on average - according to Penn State study.
- \$15,000 on average to support a 200 sq ft cubical
- Some firms abandoning offices all together
- Cost of fuel at \$4.00 a gallon
- Allows for innovative recruitment and retention of employees across jurisdictions including state lines.

Logistics

- The growth rate of global goods movement is between 7%-10% annually and will continue to grow
- New markets, more economic integration, new consumers.
- Less demand for warehousing stock parts.
 - Supply Chain Economics
- E-tailing
 - Shortage of truck drivers
 - FedEx has out paced the S&P 500 over three years in a row
- Logistics Mergers
 - » (Daniel Gross writes Slate's "Moneybox" column)

Components of a Logistics Economy

- Must Have:
 - A robust and connected transportation network
 - Warehousing and distribution space
 - Trained workforce in logistics
 - Investment opportunities
 - Does not demand support (location) like an information or tech economy
 - Dispersed warehousing
 - Dispersed distribution centers

Green Jobs

- Labor unions view these new jobs as replacements for positions lost to overseas manufacturing and outsourcing. Urban groups view training in green jobs as a route out of poverty. And environmentalists say they are crucial to combating climate change." New York Times
- a report commissioned by the American Solar Energy Society said that the nation had 8.5 million jobs in renewable energy or energy efficient industries. And Jerome Ringo, president of the Apollo Alliance, predicted that the nation could generate three million to five million more green jobs over the next 10 years.
- Green jobs are especially good "because they cannot be easily outsourced, say, to Asia," said Van Jones, president of Green for All, an organization based in Oakland, Calif.,

Green Jobs

- Joy Clark-Holmes, director of public sector markets for Johnson Controls, which manages heating and cooling systems in buildings nationwide, sees strong job growth in the green economy.
- Her company's building efficiency business, she said, expects to hire 60,000 workers worldwide over the next decade.
- Pathways out of Poverty
 - NARC Grant - \$7.9 million with 2 national and 4 regional partners to train from Deconstruction, Building performance, HVAC, Solar, Wind

PPPs

- Investment bank crisis
- Stocks have fallen by 40 percent
- Fewer independent investment banks
- Less capital and willingness to invest short-medium term.

Water

- What will the water economy look like.
 - Peak water will have a greater economic effect than peak oil.
- Las Vegas – one of the fastest growing regions in history will run out of water within a decade unless drastic measures are taken.
- Recent Georgia/Piedmont drought/Floods
- Southwestern drought
- Where water is plentiful – Great Lakes, the mid-west aquifers – continue to depopulate.
- Water is becoming and will be a major economic push/pull.
- Advocating for a Water trust fund and water planning funding.

Climate Change

- Administration/Congressional Priority
- Unclear if there will be money for infrastructure – NARC closely working with Senate
- Senate working on providing transportation planning and transit and performance grant funding
- Performance grant funding would be more project-based and could be suballocated to local governments
- Mayors pushing for EECBG funding
 - To develop and implement projects to improve energy efficiency and reduce energy use and fossil fuel emissions in their communities

Climate Change

Climate Change

- Kerry, et. al. new
- HR 2454 – Waxman Markey
- S 1733 – Boxer Kerry
- Very little \$\$ for transportation
- House (passed in June) = strict mandates
- Senate (working to get votes) = more flexibility
- Senate EPW Committee work on in October
- Obama Admin. to show US progress in December – Copenhagen Climate Meeting
- Unlikely full climate bill will move in 2009

Climate Change

Climate Change

- NARC's Climate Change Framework focuses on incentive-based alternative to GHGs in transportation planning
- Many meetings with Senate EPW Staff
- Great progress from House bill → CLEAN-Tea bill → S 1733
- NARC continues to work with Senate on S1733:
 - Include transportation funding for new requirements
 - Two funding pots = transportation planning and implementation (local governments eligible grantees)
 - DOT lead agency (coordinates with EPA)
 - VMT is a potential strategy, not national goal
 - Flexibility in strategies to reduce GHGs
 - Maintain local land use authority
 - Prevents all lawsuits on plan or outcome
 - Eliminate any decertification language
 - Require multi-regional coordination
 - Allow credit for previously developed plans



Livability

- S1619 – NARC & Senate Banking Committee –reinvigorating comprehensive regional planning
 - Opportunities for planning and implementation \$ through HUD
 - Streamlines processes and connects federal agencies and programs
 - Coordinates strategic regional transportation, economic, environmental, land use and housing
 - Urban and Rural – Includes definition for RPOs and makes them eligible for funding
 - May be combined into other legislative vehicle, i.e. transportation authorization, etc. – will take time to move
- FY10 T-HUD approps will have some funding (\$150M)

Transportation

- Envisions a shift in state and local responsibilities
 - House Released Bill (\$500 billion)
 - Senate still working – started hearings – NARC testified last week
- New roles/responsibilities for MPOs, RPOs, States
- HTF insolvent – recent transfer of General Fund \$
- No clear agreement on funding/financing
 - Ways and Means & Finance Committees focused on healthcare
 - Gas tax increase only short term solution – politically unfeasible; Congressional elections in 2010
 - Must score positively
- Oberstar vs. Senate and Obama Administration
 - House passed three month extension
 - Senate 18-month extension in the works
 - Now running on CR
 - Some estimate short-term extensions up to 2 years total
- No new funding in sight – timely, complicated process
- Rescissions confuse process
 - Taking money back
 - Conflicts with ARRA

Transportation

- Streamlining
 - Processes
 - Project Delivery
 - Programs
- New environmental requirements
- New governance requirements
- Restructuring of the MPO size

More? Or better managed?

	Highway	Rail		Transit Rail			Bikeable waterways
		Class 1	Amtrak	Commuter rail	Heavy rail	Light rail	
2001	3,946,335	87,817	27,389	5,389	1,572	887	26,000
2002	3,888,695	106,125	27,089	6,821	1,572	989	26,000
2003	3,874,187	88,128	22,675	8,888	1,587	989	26,000
2004	3,881,512	97,882	22,258	6,875	1,586	1,187	26,000
2005	3,885,825	88,828	22,887	U	U	U	U

Freeway Congestion

Table 2. Components of the Congestion Problem, 2005 Urban Area Totals

Urban Area	Travel Delay		Excess Fuel Consumed		Congestion Cost	
	(1000 Hours)	Rank	(1000 Gallons)	Rank	(\$ Millions)	Rank
Very Large Average (14 areas)	160,278		120,127		3,205	
Los Angeles-Long Beach Area, CA	480,982	1	363,874	1	9,325	1
New York-Newark, NY-NJ-CT	384,048	2	241,876	2	7,383	2
Chicago, IL-IN	202,835	3	141,812	3	3,988	3
Dallas-Fort Worth-Arlington, TX	182,120	4	108,207	4	2,747	4
Miami, FL	180,146	5	105,181	5	2,730	5
Atlanta, GA	132,298	6	98,086	7	2,581	6
San Francisco-Oakland, CA	129,819	7	100,525	6	2,414	7
Washington, DC-VA-MD	127,384	8	80,881	9	2,331	8
Houston, TX	124,531	9	92,358	8	2,225	9
Detroit, MI	115,547	10	76,062	10	2,174	10
Philadelphia, PA-NJ-DE-MD	111,704	11	70,982	12	2,078	11
Boston, MA-NH-RI	93,374	12	62,521	13	1,820	12
Phoenix, AZ	81,727	14	58,002	14	1,687	14
Seattle, WA	74,086	15	54,707	15	1,413	15
Large Average (25 areas)	33,806		23,368		629	
San Diego, CA	90,711	13	71,123	11	1,708	13
Denver-Aurora, CO	84,887	16	42,519	16	1,178	16

Airports

- Over 3000 public airports

Table 1: Distribution of Activity (2002)

Number of Airports	Airport Type	Percentage of All Enplanements	Percentage of All Boarding Aircraft
31	Large Hub Primary	65.4	1.4
37	Medium Hub Primary	19.7	2.9
60	Small Hub Primary	7.5	4.5
247	Non-Hub Primary	3.1	11.6
127	Non-Primary Commercial Service	0.1	2.1
276	Relayers	0.0	26.7
2,550	General Aviation	0.0	38.6
3,344	Excluding NPIAS Airports	99.9	60.8
16,232	Low Activity Landing Areas (Non-NPIAS)	0.1	0.2

¹ Based on active aircraft fleet of 211,344 aircraft in 2002.

Airports

Top 8 U.S. Airports, ranked by 2007 System¹ Scheduled Enplanements

Passenger numbers in millions (000,000)

2007 Rank	Airport	2007 Enplaned Passengers	2006 Rank	2006 Enplaned Passengers	Pct. Change 2006-2007
1	Atlanta	42,572	1	40,988	4.7
2	Chicago O'Hare	34,127	2	34,444	-0.9
3	Dallas-Ft. Worth	28,014	3	28,189	-0.6
4	Los Angeles	23,858	4	23,103	3.1
5	Denver	23,708	5	22,440	5.6

Top Port Totals (over 200 ports in US)

	Total	
	Calls	000 det
Los Angeles/Los Beach	5,428	243,752
New Orleans, LA ¹	5,080	237,005
Houston, TX	4,327	215,467
New York, NY	4,017	188,008
San Francisco, CA ¹	3,878	185,801
Philadelphia, PA	3,240	132,489
Hampton Roads, VA ¹	2,860	111,380
Birmingham, TX	1,388	68,382
Corpus Christi, TX	1,468	64,885
Charleston, SC	2,234	82,187
LOOP Terminal, LA	307	78,880
Columbia River, WA ¹	2,218	77,888

Future Trends Construction Costs

- Project cost overruns up to 60%
- Why?
 - No material in some cases
 - We, China and India have glutted the world's cement stock. Production will not meet needs until late 2010
 - Predicated upon a slowdown in Chinese and Indian construction.
 - No domestic cement supply
 - No capacity
 - No labor in others
 - In the SW – there wasn't enough labor to meet project demands
 - Contractors had stopped bidding

Future Trends Disasters

- Post Katrina/Rita
 - \$5 billion and counting
 - Total cost may reach \$150 billion
 - Does not account for business and population displacement
 - CA fires, FL Hurricanes, Western droughts (may be species killer)
- Treasury solvency
- Only available money for recovery is in domestic discretionary accounts
 - I.e. transportation, housing, aging, education, social programs
- We are fighting to keep domestic programs funded

Funding – Not Disaster Related

- What will our transportation funding look like over 20 years?
- Trust fund – insolvent – 2009
 - VMT, Fuel Efficiency, New Fuels, Gas Prices, more facilities then we can afford
- Transportation as a whole of the economy
- How much can business and the consumer absorb?
- Tied to other Federal Domestic accounts
- PPP's?

**Future Trends
Asia**

- Chinese and Indian Competitiveness
- Purchasing power
- Goods production
- Shipments
- Ability of our system to absorb?
 - Thin

**Future Trends:
Freight**



Basic Numbers

Chinese Freight Capabilities will grow
by 35% over the next 10 years.

Ours – 7%

Our current system CANNOT meet
expected global trade demands

The State of Goods Movement

- In 1970, trade was 12.4% of U.S. gross domestic product (GDP). Today, it is over 25%
- Shipment of containerized cargo in and out of the U.S. will increase by more than 350% by 2020
- To handle these increased loads, truck traffic, measured in vehicle miles traveled (VMT) will increase by 200 billion miles and rail shipments of freight are projected to grow by 1 billion tons
- Nearly 12.7 billion metric tons of goods and raw materials valued at \$8 trillion moved over the U.S. transportation system in 1997 (the last year for which statistics are available)

Only Getting Bigger



Largest Cargo Airplane
Antonov - AN-124 Russian

Up to 150 tonnes of cargo can be carried.

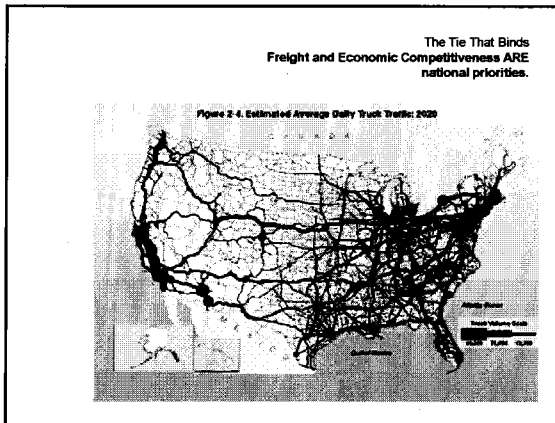


Largest container ship

The container ship with the largest declared capacity is the 11,000 TEU *Emma Maersk*. Bigger ships under construction

Expansion

- Panama Canal Expansion: \$5.25 billion. Double Volume by 2025
- \$685 Million Vancouver Port Expansion (plus millions in other facilities)
- Hutchison Whampoa Ltd. expansion of Mexican port facilities
 - Hutchison Port Holdings (HPH) is the world's leading port investor, developer and operator that operates across Europe, the Americas, Asia, the Middle East and Africa
 - It operates in five of the seven busiest container ports in the world, handling 13% of the world's container traffic
- U.S. is under-investing



Global Warming and Energy

- Carbon may be the tax of the future
 - Already being discussed in Congress
- Regions may have to account for the effects of global warming through new measures
- Energy is and will be in play
 - Are we energy efficient?
 - Are we sustainable?
 - Are we safe and secure?

Regions Respond

- Traditional decision making not working
- Lack of leadership and vision
- Transportation, infrastructure, other issues are both vertical and horizontal – regions can align needs

Regions Respond

- Creating their own taxing structures
 - San Diego, Phoenix, others...
- Integrating modes
 - Investing more in transit, freight
 - Planning more in aviation, maritime
- Fiscally constrained
- Can help set priorities
 - Between state and locals
 - Among locals

Regions Respond

- Creating new initiatives
 - Climate change
 - Energy
- Understanding cross-links
 - Housing, workforce, economic development and transportation

Politics 2010

- Momentum into mid-term elections
 - D's need to keep seats
 - R's need to take seats
- Surface Transportation Bill
 - Emerged from the House
 - Starting in Senate
 - Does have policy recommendations
 - Does not have revenue attached
- Climate Change
 - Cap and Trade versus tax
 - Looming in Congress and Administration
 - May stall other legislation
- More stimulus spending
 - TARP
 - ARRA
 - HIRE (Hiring Incentives to Restore Employment Act)
 - Project Bill...
- Health Care/No Child Left Behind...
- Legislative Calendar closing

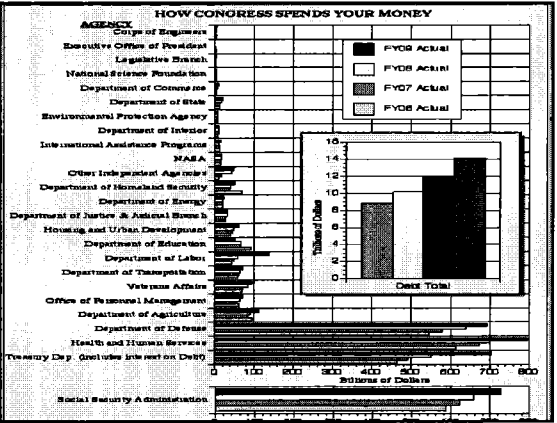
NARC


- Multiple regional meetings
- Committee meetings
- Spectrum of ideas
 - Devolution – stronger federal program
- Innovation – Empowerment – Streamlining - Consistency
- We support a regional revolution

NARC Programs

Community and Economic Development	Environment	Transportation
EDA	Water	Highway
Housing	Air Quality	Transit
Aging	Brownfields	Rail
Base Realignment	Climate Change	Aviation
Workforce	Energy	Maritime




Homeland Security – Planning and Evacuation Management






Regional Planning Commission

Building a Sustainable Community

This Morning's Outline

- **Introducing the RPC in context of responsibilities and our board**
- **The Katrina Effect - how we functioned as an MPO in response to the disaster & recovery**
- **Restructuring the RPC in Response to new Federal Initiatives**
 - Areas of Focus
 - Project Examples in the Metro Area
 - History and Future of Collaboration and Cooperation


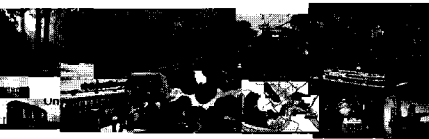


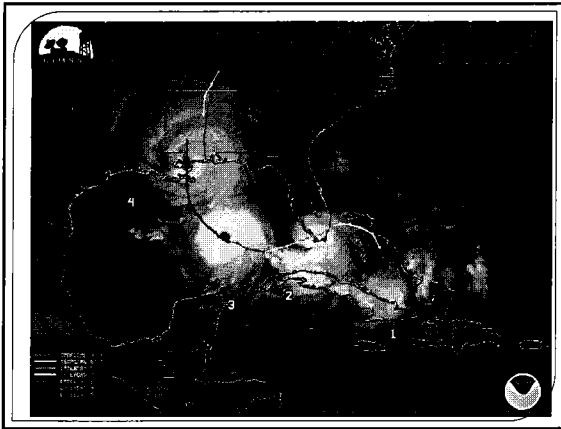
The Regional Planning Commission

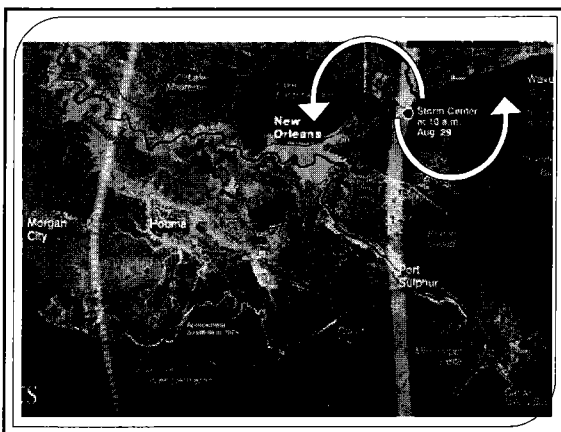
for
Jefferson, Orleans, St. Bernard, Plaquemines and St. Tammany Parishes

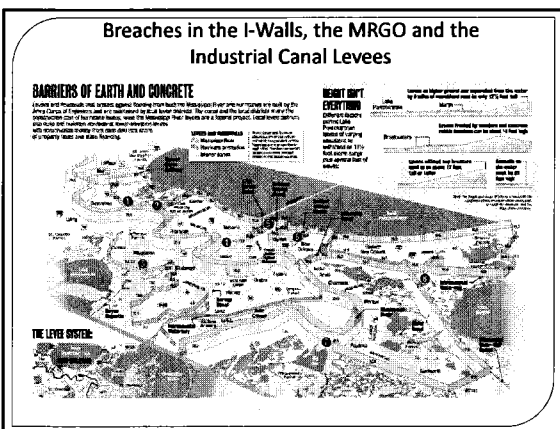
The Regional Planning Commission is a 26-member board of local elected officials and citizen members of the greater New Orleans metropolitan area. The RPC provides an open forum for elected officials and community leaders of the five member parishes to come together in partnership and discuss the *Big Picture* and promote the general welfare and prosperity of the entire region.

The goal of the RPC is to develop a sustainable regional community that works together to help the individual parishes achieve local goals.

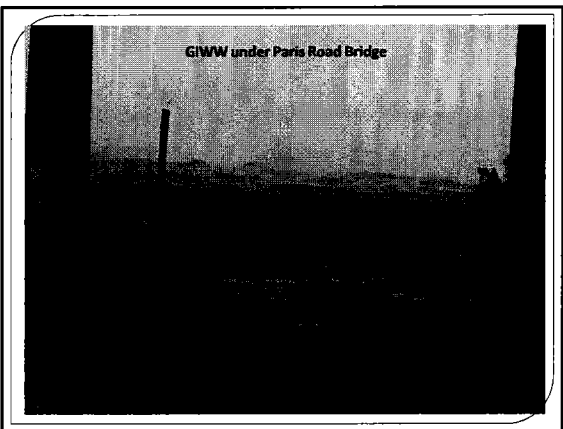




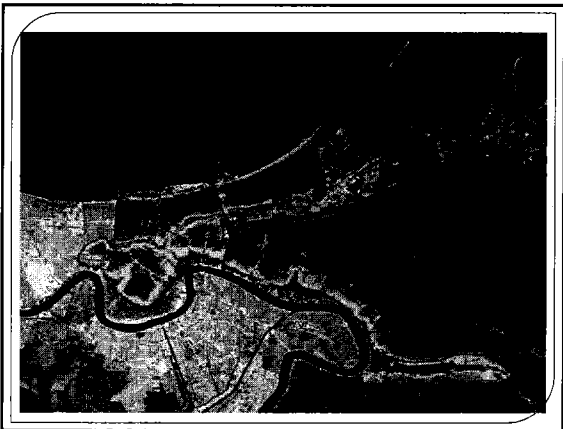


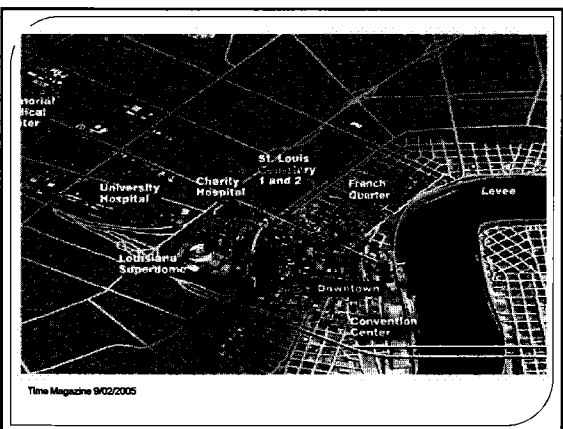








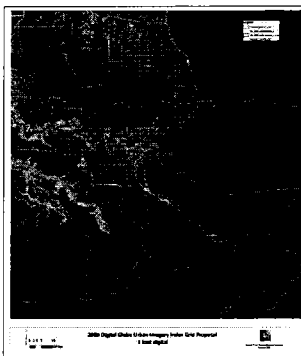




RPC Mapping Bases shared with other Agencies pre and Post - Katrina

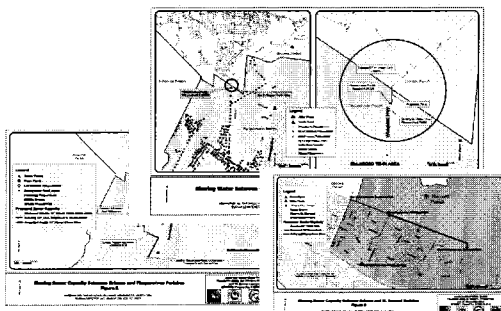


Urbanized Area High Resolution Program

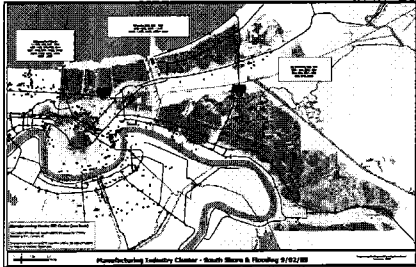


- Federal, State and Local Coordination and cooperation contracted by the RPC to reduce redundancy in high cost data sets while ensuring best available product for all agencies.
- Primary Partners since 2006 : Governor's Office of Homeland Security, USGS, NGA, Corps of Engineers, Regional and Local Homeland Security.
- All data shared among all agencies and distributed to local governments.

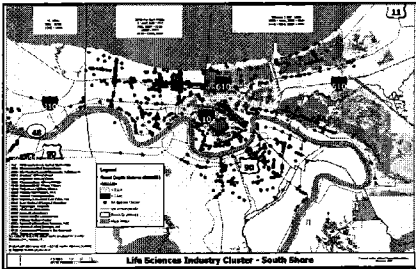
Sewer & Water Sharing between Counties Repository for Utility Data – Post-Katrina data sets of high importance



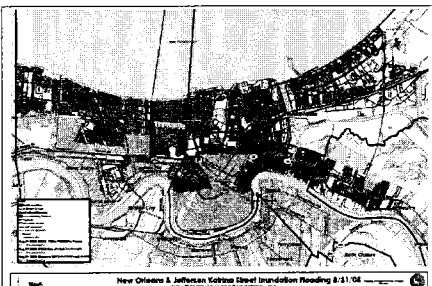
Manufacturing Cluster Flooded by Katrina



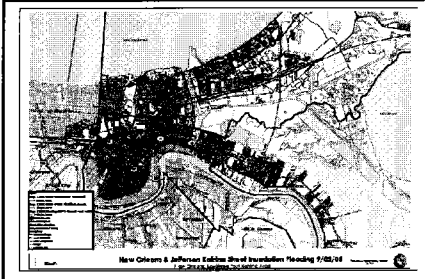
Life Sciences Cluster Flooded by Katrina



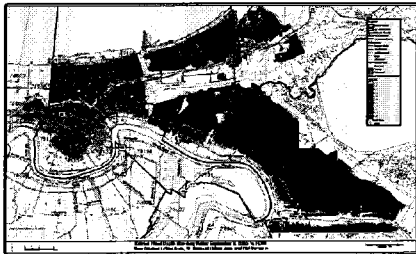
Streets Flooded 8/31/05 - Katrina



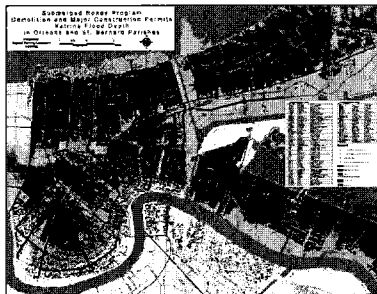
**Streets Flooded 9/05/05
1 wk post Katrina**



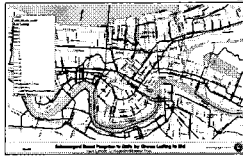
Street Signals Flooded by Katrina



**Construction Permits Issued Since Katrina
Demonstrating the Areas of Need for the
Submerged Roads Program**



Submerged Roads Program

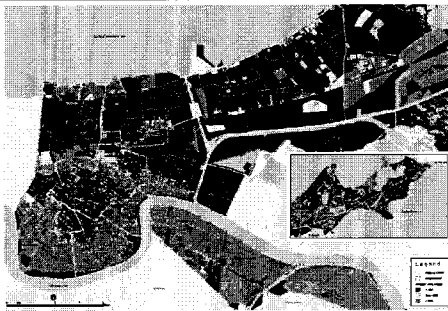


Damage present and future due to weight of long-standing water and debris removal

- RPC and DPW Determine which road segments are priority in federal aid system and begin cost estimate to LRA
- Approach FHWA to oversee the process on federal aid network
- The City – DPW oversees the local street repairs (FEMA funding)
- Utility Committee formed to coordinate with utilities, street work, design issues (bike paths, historic districts, etc.)
- Consultant (HNTB) hired to oversee project coordination and help set groups of "quick start" projects for economies of scale



Utility Activity Index - Tracking Recovery Post-Katrina



Recovery Zones Post-Katrina Orleans Parish



New Policy Goals

HUD/DOT/EPA



•Safety



•State of Good Repair



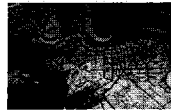
•Economic Competitiveness

•Livable Communities

•Environmental Sustainability

RPC Public Outreach

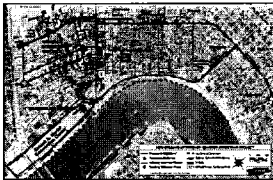
Regional Planning Commission
for Jefferson, Madison, and Clark Counties



Public Involvement Plan

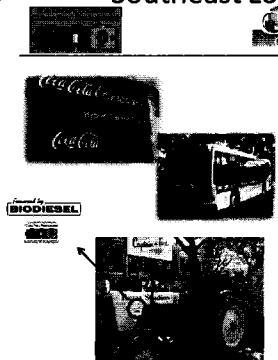
- Focuses on Public Participation at many levels
- Limited English Proficiency materials where appropriate
- Aggressive Data Analysis as background to RPC Title VI Outreach

RTA Downtown Circulator Program



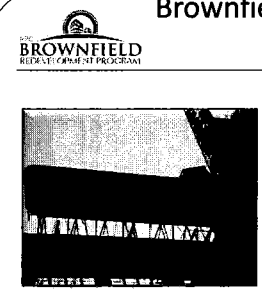
- RPC conducted initial feasibility of Loyola leg of the Downtown Circulator which connects Union Passenger Terminal to CBD and French Quarter
- \$45 M TIGER funding for Loyola Streetcar Project
- RPC board supports the \$212 M Program via unanimous resolution
- Closes 1 mile gap/provides connectivity and access
- RPC Staff provided data and programmatic support for the Alternative Analysis and Environmental Assessment phases

Southeast Louisiana Clean Fuel Partnership



- The Partnership promotes:
 - Cleaner fuels
 - Alternative vehicles
 - Fuel economy
 - Idle reduction
- In 2009 in the seven parish area:
 - 533,389 gallons of gas equivalent were reduced
 - 1,137 tons of Greenhouse gas emissions were reduced
- The Program facilitates partnerships among suppliers, distributors and fleets to implement clean fuel projects

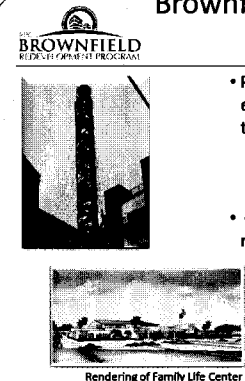
Brownfield Redevelopment Program




Falstaff Brewery Redevelopment

- 8 acre site, closed in 1978
- Structure contaminated with asbestos and lead-based paint
- RPC Brownfield grant paid for Phase I Environmental Site Assessment
- Opened in 2008 offering mixed-use residential and commercial uses


Brownfield Redevelopment Program



- Pilot grant in 1999 funded 7 environmental site assessments totaling 823 acres. Notable projects:
 - Falstaff Brewery in New Orleans
 - Progressive Church in Marrero, Jefferson Parish
- Cleanup Revolving Loan Fund recipients
 - Progressive Church for their Family Life Center site
 - Reuse plans for sites on Old Paris Road in St. Bernard Parish and Jefferson Lake Canal in Plaquemines Parish



Lake Pontchartrain Restoration

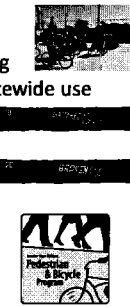


- Funded through grants from EPA
- Goal is to improve water quality in Lake Pontchartrain
- Projects lay the foundation to improve existing sewer and wastewater infrastructure
- Promotes sustainability by:
 - Improving existing infrastructure which encourages infill development in areas with sewer upgrades
 - Restoring natural wetlands, which provides storm protection, prevents further erosion and creates plant and animal habitats.

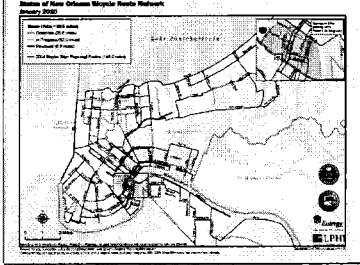
Bike/Ped Safety Program

Focus is on Education and Enforcement
 RPC has developed and is still developing programs and training materials for statewide use

- Total Bicycle Mileage, 7 Parishes:
 - Complete: 96 miles
 - Funded: 60 miles
- Fatalities & Injuries:
 - Bicycle: 8% decrease statewide, 2005-2008
 - Pedestrian: 13% decrease statewide, 2005-2007
- Trained:
 - Engineers/Planners: 150
 - Police: 24 (7 jurisdictions)
- Bicycle Safety Kits Distributed: 1,000



Bike/Pedestrian Safety Program



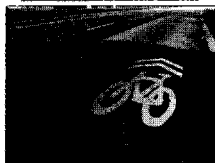
- Program focuses on education and enforcement
- Materials being developed for statewide use

St. Claude Avenue Bike Lanes



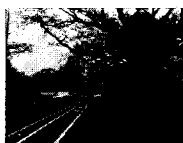
- **FIRST BIKE LANE** in the New Orleans metro area
- Created through a partnership among LaDOTD, the city of New Orleans and RPC
- 3.2 mile facility connects residential areas to employment and retail
- **FUTURE PLANS:** Complete connections to CBD and St. Bernard Parish

Robert E. Lee Blvd. Bike Lane



- First large scale use of sharrows in New Orleans
- Provides connections among commercial, retail, residential, parks and schools in the Lakeview and Gentilly neighborhoods
- Paired with off-street trail through City Park
- **FUTURE PLANS:** Eastward extension to connect to University of New Orleans and upcoming Gentilly bike network

Harrison Avenue Bike Lane



- Buffered bike lane through City Park
- Provides improved bicycle access to the Harrison Avenue commercial corridor
- City of New Orleans capitalized on Submerged Roads Program overlay with new cross section

Wisner Blvd. and Trail

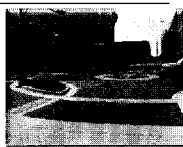


- Key route in a growing interconnected network in the Lakeview, Gentilly and Mid-City neighborhoods
- 4.75 miles of trails and on-street facilities connect residential areas to public amenities at City Park
- Part of a larger plan for a river to lake connection from uptown to Lakeview/Gentilly
- **FUTURE PLANS:** Extend trail across Wisner overpass during rehab project

Planning for the Pedestrian

Magazine Street & Higgins Street

- Part of the National World War II Museum \$300 M expansion in New Orleans CBD
- Design concepts include:
 - Transit linkages
 - Lighter colored, reflective pavements
 - Trees to provide shade
- Stakeholders include Downtown Development District, National World War Museum, Regional Transit Authority and the New Orleans Dept. of Public Works



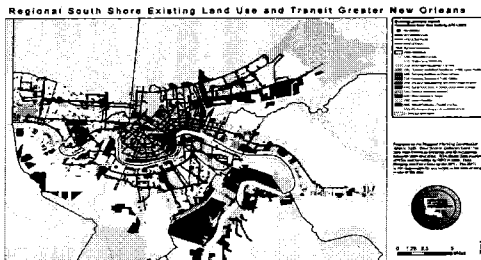
Planning for the Pedestrian



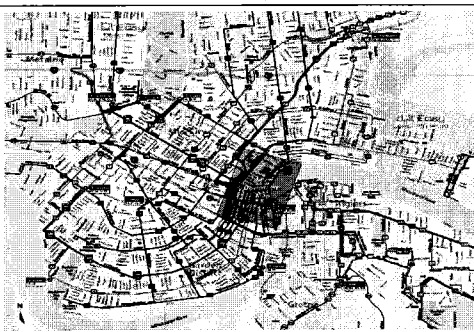
Leake Avenue

- Study area from Oak Street to Magazine Street in New Orleans
- The segment provides connections between Audubon Park and Zoo to the Oak Street Main Street
- RPC is partnering with citizens in the area, the New Orleans City Planning Commission and the Public Belt Railroad
- Considerations include:
 - Parking mitigation
 - Traffic calming measures
 - Safety at railroad track crossings

Land Use Data Regionally Collected through Parish Partnerships for Modeling Input




Transit Coordination



St. Charles Avenue Inventory Project Leading to Phased Plan by Corridor Section as Designated by Present Activities

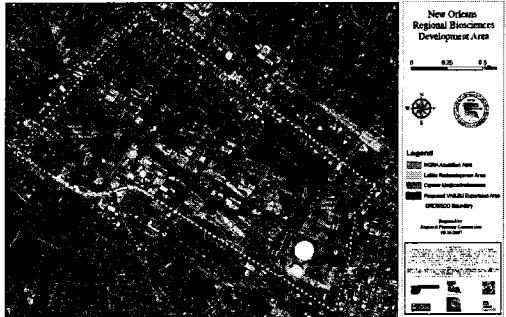


New Orleans Regional Biosciences Initiative (NORBI)



Growing a globally competitive innovation economy for the NOLA region by building on the region's knowledge-based institutions.

New Orleans Regional Biosciences Initiative
Innovation through Collaboration



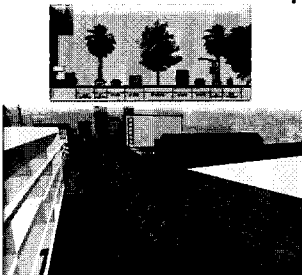
New Orleans Regional Biosciences Development Area

Legend

- NORBI Development Area
- Local Redevelopment Area
- Central Business District
- Proposed Public Transportation
- Proposed Public Transportation


Scale: 0 0.5 1.0

Tulane Avenue Development Project



Project is designed to promote sustainability by:

- Decreasing travel lanes from 6 to 4
- Widening travel lanes
- Increase width of sidewalks
- Widening and landscaping the median
- Adding bike lanes



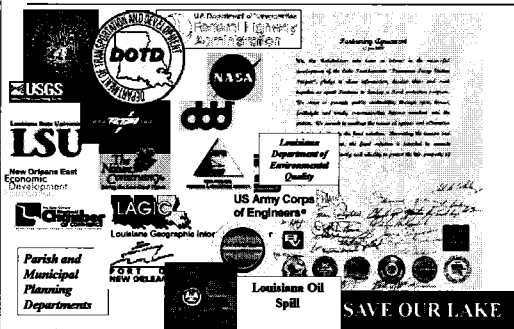
Existing Condition

New RPC/TMC Building



The TMC provides easy communication access to satellite facilities in the emergency response network. The Conference Center seats approximately 115 persons and is ADA compliant. The RPC Offices are on the 2nd floor.

RPC as a Partnering Agency

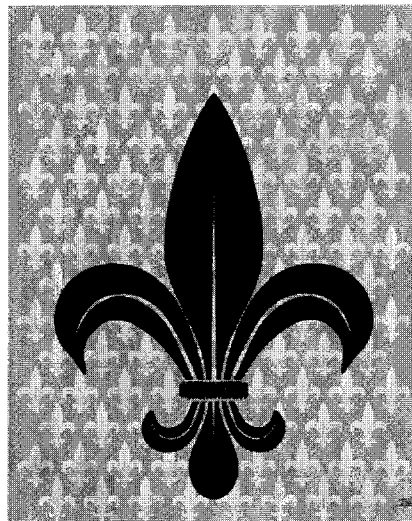


Spring Meeting

ASFE-Member Firm Outlook:
Positioning Your Firm for the
Recovery

Mark Kramer, P.E.,
Gordon Matheson, Ph.D., P.E., P.G.,
and
Steve Thompson, P.E.

Friday, April 16, 2010
10:00AM - 10:45AM



Industry Snap Shot

March 2010 Update

On-Line Survey

- 66 responses in March 2010
 - 42 in September 2009
 - 37 in February 2009
- Surveys confidential
- No data on size of firms
- 46% of the firms practiced in the west
 - 25% in the northeast
 - North Central, South East, and South Central were between 14 and 18 percent

Key to Presentation

- Will report base data from March 2010
- Parentheses will follow, with the first number being approximately 6 months earlier, and the second number being 6 months before that
- Example:
 - Percentage of the firms that were ASFE Peer Reviewed in last five years= 99% (75%, 50%)

What has happened in last 6 months?

- Decline in work = 27% (48%, 81%)
 - Greatest decline in commercial and private
- Decline in number of proposals = 41% (48%, 67%)
- Laid off staff = 48% (36%, 61%)
- Laid off >15% = 6% (7%, 27%)
- No layoffs = 52% (60%, 38%)
- Expect more layoffs = 22% (10%, 27%)

In the past six months, who has laid off?

- Support and field staff = 66% (63%, 80%)
- Project staff = 31% (50%, 50%)
- Project managers and senior managers = 29%

And Looking forward

- Expect business to improve = 51% (61%, 47%)
- Expect business to decline = 17% (15%, 28%)
- Expect revenue to increase = 32% (43%, 19%)
- Expect revenue to decline = 40% (31%, 63%)
- Backlog decrease = 55% (62%, 83%)
- Backlog decrease >10% = 29% (26%, 53%)

Confidence

- Pessimistic or very pessimistic = 54% (41%, 65%)
- Optimistic = 18.5% (59%, 35%)

In summary

- Great response to the survey
- Negative indicators relative to revenue, proposals, and layoffs seem to be holding steady or diminishing from six months ago
- Layoffs have taken place at every level of companies
 - field staff and support staff seem to be hardest hit
- More than half of the respondents are pessimistic or very pessimistic about the next six months
- Less than one in five respondents are even mildly optimistic about the next six months
- Backlog continues to decrease over conditions 12 months ago for most firms
- Full survey will be available through ASFE website.

**We'll do another survey
in the Fall and report the
results in Portland**

**ASFE
Business Practice Committee**

**ASFE-MEMBER FIRM OUTLOOK:
POSITIONING YOUR FIRM FOR
RECOVERY**

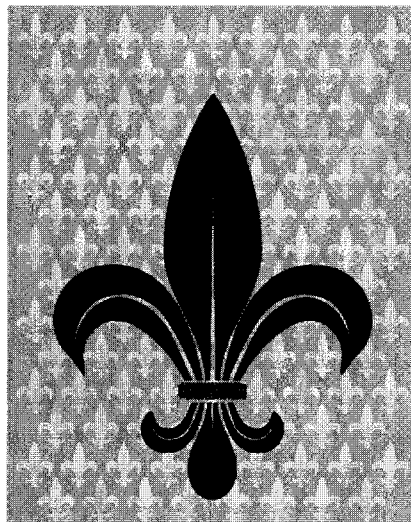
1. What changes have the recession brought to the following areas?
 - Business Practices
 - Business Environments
 - Company Structure/Organization
2. Are the changes temporary or permanent
3. What else can we expect?
4. Steps taken to deal with the current and anticipated changes.

Spring Meeting

Break on through: Strategies for the
Changing Economic Environment

Gerry Salontai, P.E.

Friday, April 16, 2010
10:45AM - 11:30AM



Break on Through: Strategies for the Changed Economic Environment

The recent economic turmoil and a national recession have challenged leaders of consulting firms in our industry on how best to survive and thrive in uncertain times. This economic period is unlike other recent downturns and appears to offer no safe havens for business – or does it? What does the future hold in 2010 and beyond?

One thing that is certain – the future will include change. Change can create angst, disrupt the everyday of business, yet it can also create opportunity for firms to seek new horizons of opportunity. This session will explore the concepts of how to position your firm in an ever changing competitive landscape. It will include a review of the common characteristics of highly performing companies, explore the impact of global and trends on your business and provide some simple approaches to help forecast the future of your business.

Bio for Gerry Salontai, PE Salontai Consulting Group, LLC

Gerry Salontai provides management advisory services to executives in the areas of strategy, business performance, and leadership. As it pertains to the topic presented at this conference, recent assignments include helping companies with strategic planning, external market evaluation, service and/or market re-positioning, mergers and acquisitions, operational performance reviews and organizational design.

Prior to the Salontai Consulting Group, he served as the CEO of a \$300 million national professional services consulting firm for 11 years. The revenue of the company grew nearly five times during that period, while improving in every financial performance metric, diversifying service offerings and building significant shareholder value. Under his leadership, the company also implemented successful changes in the company's business approach including implementing changes in the organizational structure, business systems and processes, formal leadership development and succession programs, quality and safety programs, and creating unique risk retention and insurance programs.

Gerry received both a Bachelor and Master of Science degree in Civil Engineering and has completed an Executive Management Program in business. He is a professional civil engineer licensed in multiple states.

More information about the services provided by the Salontai Consulting Group can be found on their website at www.salontai.com

**BREAK ON THROUGH:
STRATEGIES FOR THE CHANGED
ECONOMIC ENVIRONMENT**

ASFE Conference
April 16, 2010
New Orleans, LA

Gerry Salontai, PE

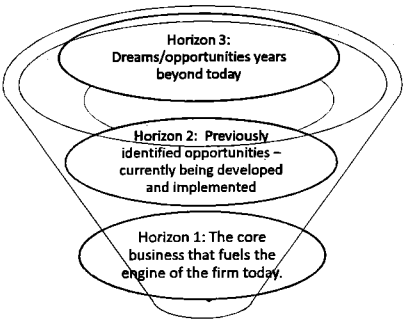
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Best-In-Class companies...

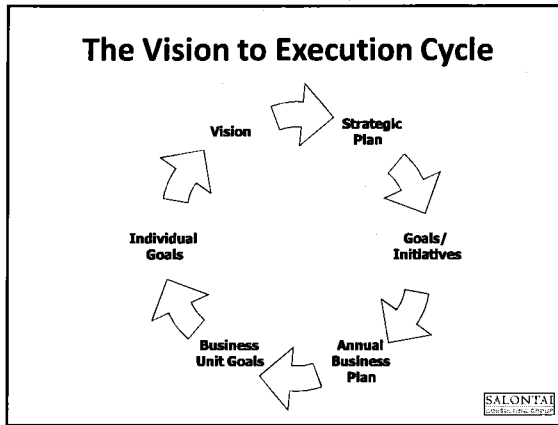
- ❖ Know who they are – where they are going
- ❖ Are forward looking
- ❖ Are well led
- ❖ Strive for business excellence
- ❖ Invest prudently

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Horizons of Growth



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What the Best Are Doing Today

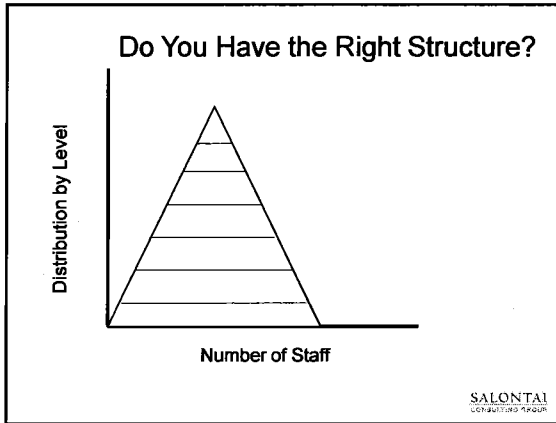
- ❖ Managing their current business well
- ❖ Continually refining strategy
- ❖ Positioning their firms for the future

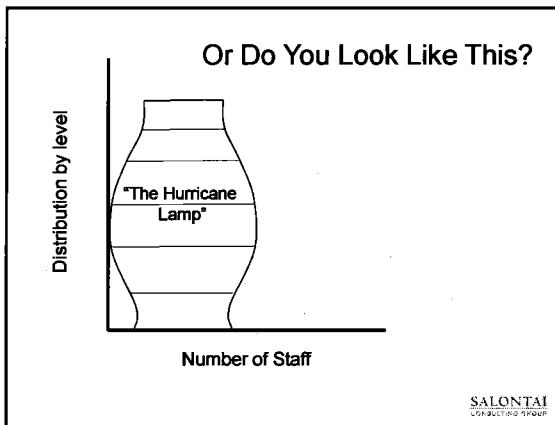
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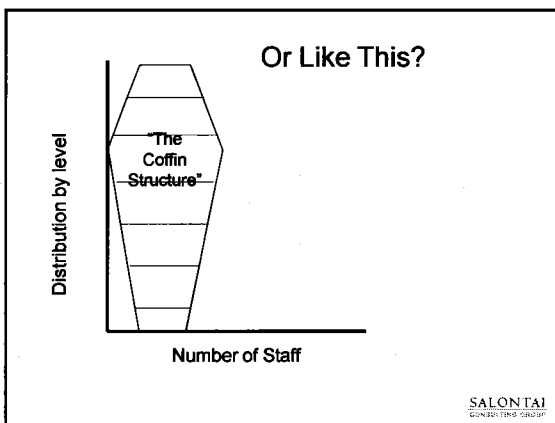
Managing the Business

- ❖ Cost structure
- ❖ Balance sheet & cash
- ❖ Focusing on the right metrics
- ❖ Client and project risk management
- ❖ Human capital

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Refining the Strategy

- ❖ Strengthen the business model
- ❖ Continually evaluate markets, sectors and clients – exploit or exit
- ❖ Align with strategic partners

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Typical Client Assessment

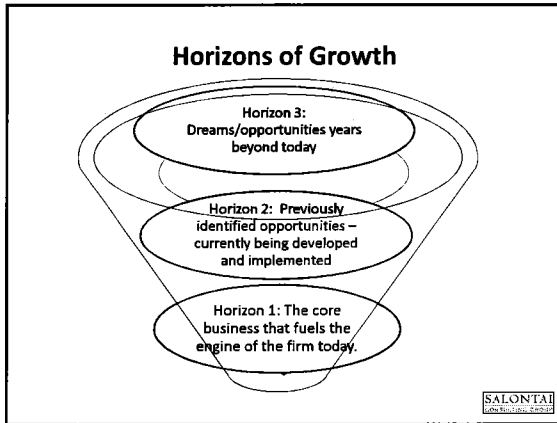
- ❖ Revenue history (5 years)
- ❖ Revenue potential (3 to 5 years)
- ❖ Financial metrics (Profit, multiplier, DSO, etc)
- ❖ Selection process
- ❖ Levels of relationship
- ❖ Skills & services match
- ❖ Cost of securing contracts

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**“A great hockey player skates to
where the puck is going to be -
not where it’s been”**

- Wayne Gretzky

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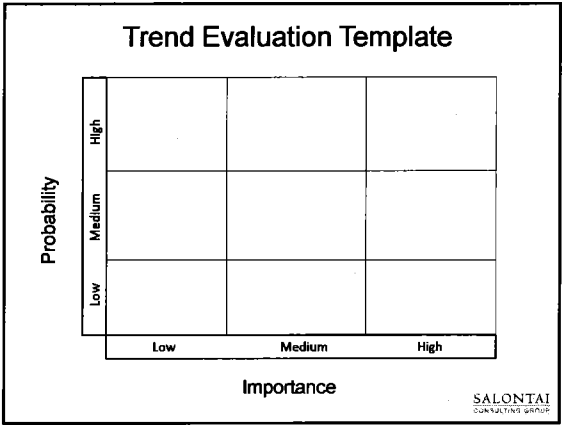
Look to the Future

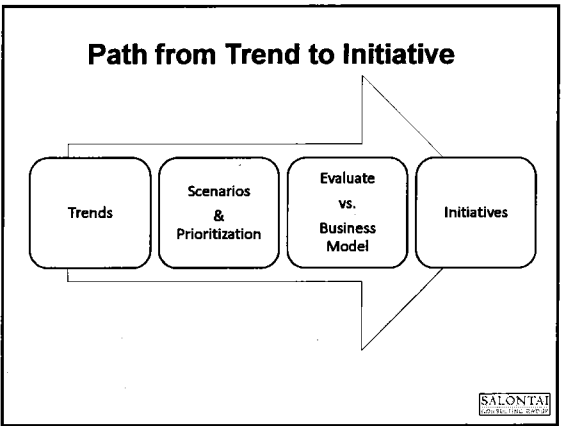
- ❖ Strategic & scenario planning
- ❖ Growth alternatives
- ❖ Systems & processes
- ❖ Human issues
- ❖ Financing

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The critical step: what are the trends and how will they affect my business?

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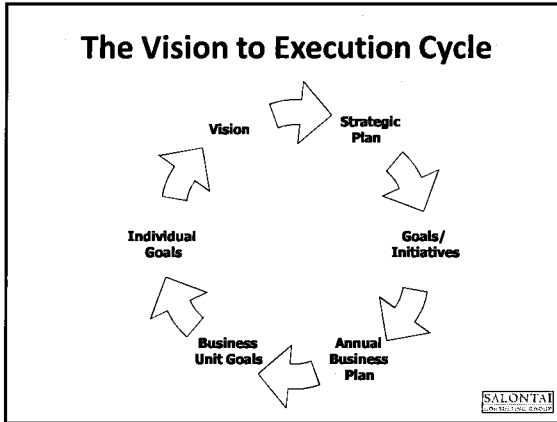




Simple Questions to Ask

- ❖ What global trends are emerging? Are they durable? How will they impact our clients? Our business?
- ❖ What are our strengths – what we do well? What aren't we good at?
- ❖ What services offerings are emerging? In decline?
- ❖ What new markets are developing? What's declining?
- ❖ Who will be the clients of the future?
- ❖ What are the wild cards?

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Important Points to Remember

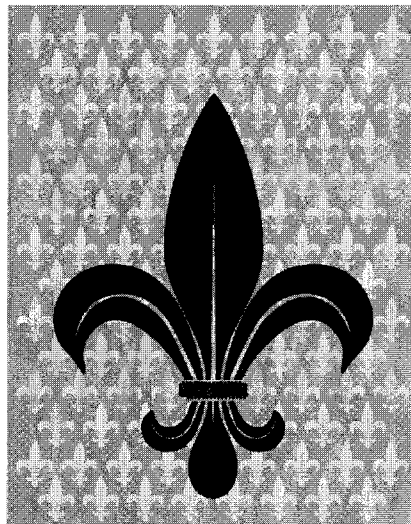
- ❖ Future, future, future
- ❖ Action is the order of the day
- ❖ Eliminate distractions
- ❖ Focus on fewer things – do them well
- ❖ Simplify and clarify
- ❖ Take an “outside – in” approach
- ❖ Use your best thinkers – especially aspiring leaders
- ❖ Doesn’t have to be complicated – simple tools

SALONTAI

Spring Meeting

Legal Affairs Committee Luncheon:
Federal Project Pitfalls

Friday, April 16, 2010
11:30AM - 12:45PM




ASFE Spring Meeting 2010
Legal Affairs Luncheon

Federal Project Pitfalls



Dr. Rob Mullins, PE
Senior Principal
16 April 2010

One Team. Infinite Solutions.





Agenda

- Safety Moment
- The FAR is your friend
- What is a Federal contract?
- Common areas for concern
 - Ethics
 - Reporting
 - Human Resources
 - Timekeeping
 - Contract Management
 - Financial
 - Internal Controls
- Conclusions
- Questions

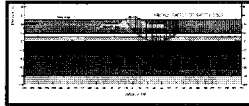
Safety Moment

- Have you recently checked your smoke and CO₂ detectors and changed the batteries?
- Maintenance of these detectors is covered in EM 385-1-1, section 09.H for those of you who work for USACE or other agencies using their safety manual.

The FAR is your friend
It's important to understand the rules.

- **Federal Acquisition Regulations**
 - DFARS (Defense FAR Supplement)
 - AFARS (Army FAR Supplement)
 - EFARS (Corps of Engineers FAR Supplement)
 - NAPS (Navy Acquisition Procedures Supplement)
 - AFFARS (Air Force FAR Supplement)
 - AFSPCFARS (Air Force Space Command FAR Supplement)
 - Etc.



The FAR provides the basis for your contractual stability analysis.

Stantec

What is a Federal contract? (1 point of view)
Hint: It's not what you expect...

- ☐ A contract issued by a Federal agency?
- ☐ A contract with FAR clauses issued by state or local governments?
- ☐ A contract that is wholly or partially funded with Federal money?
- ☒ Any of the above



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Common Areas of Concern

- Ethics
- Reporting
- Human Resources
- Timekeeping
- Contract Management
- Financial
- System Integration
- Internal Controls

Disclaimer: The following information is a very abbreviated version of concerns, requirements, and impacts. It is not intended to be a comprehensive legal overview of potential problem areas or of all the related contract clauses. The requirements of your contract may differ and the potential impacts of non-compliance could vary based on the circumstances and the contracting officer's or auditor's approach. Consult your attorney for legal advice.

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Common Areas of Concern

Ethics

- FAR 52.203-13, Contractor Code of Business Ethics
 - Applicable when the contract is for \$5M+ and for 120 days or more.
- What is required?
 - Implement an ethics code and communicate it.
 - Provide verifiable training.
 - Audit compliance by employees.
 - Address related items (e.g., 52.203-14/15 whistleblower posters).
 - Flow down requirements to subs, if required.
 - Other items
- Failure to comply could result in...
 - Suspension or debarment
- Some related clauses
 - 52.203-07, Anti-Kickback Procedures
 - 52.203-08, Cancellation...for Illegal or Improper Activities
 - 52.203-12, Limitations on Payments to Influence Certain Federal Transactions



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Common Areas of Concern

Reporting

- There are many FAR clauses with reporting requirements. One is 52.219-09, Small Business (SB) Subcontracting Plan. It's applicable to large businesses.
- What is required?
 - Develop, submit, and negotiate a plan for employing SB partners.
 - Flow down the clause, when applicable.
 - Implement the plan, including documentation management.
 - Report on plan accomplishment.
- Failure to comply could result in...
 - Ineligibility for award if plan is not sufficient.
 - Material breach of contract.
 - Potential poor performance rating.
- A related clause
 - 52.219-08, Utilization of Small Business Concerns



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Common Areas of Concern

Human Resources

- HR is an integral part of the Federal Contract Management Team. There are many areas of concern, but one is 52.222-26, Equal Opportunity.
- What is required?
 - Company policies on this topic and demonstrated employee awareness.
 - Acting on these policies in hiring, employee treatment, etc.
 - Flow down of clause, when applicable.
- Failure to comply could result in...
 - Contract termination/suspension
 - Sanctions/Remedies
- Some related clauses
 - 52.222-21, Prohibition of Segregated Facilities
 - 52.222-36/36, EO for Veterans and Workers with Disabilities
 - 52.222-50, Combating Trafficking in Persons



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Common Areas of Concern

Timekeeping

- There are many different FAR clauses on this topic.
- What is required?
 - Daily time entry for most contracts
 - Audit trail of time card changes
 - Documentation of time card charges and supervisory reviews
 - Authorization to charge to projects
- Failure to comply could result in...
 - Withholding payments
 - Suspension/Termination/Penalties
- Some related clauses
 - 52.222-02, Payment for Overtime Premiums
 - 52.222-41, Service Contract Act
 - 52.222-43/44, Fair Labor Standards Act
 - 52.230-01 et. seq., Cost Accounting Standards (plus the DCAA Manual)
 - Many, many more...



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Common Areas of Concern

Contract Management

- There are many different FAR clauses on this topic.
- What is required?
 - Many of the clauses in this area are administrative in nature.
 - Compliance with the Scope of Work is critical. Use of a scope verification process in your QC/QA system can be very helpful.
 - Management of individual tasks under a contract can be simple or complex, depending on the nature of the work and the clauses.
- Failure to comply could result in...
 - Withholding payments
 - Suspension or termination
- Some related clauses
 - 52.204-02, Security Requirements
 - 52.204-06, DUNS Numbers
 - 52.204-08, Annual Representations and Certifications
 - 52.215-02, Audit and Records - Negotiation



Contract management in the lab QC, you have to have a plan and work the plan every day.

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Common Areas of Concern

Financial

- There are many different FAR clauses on this topic.
- What is required?
 - Compliance, documentation, awareness
- Failure to comply could result in...
 - Withholding payments
 - Disallowing costs/penalties
 - Government request for equitable adjustment
- Some related clauses
 - 52.216-07, Allowable Cost and Payment
 - 52.215-10, Price Reductions for Defective Cost or Pricing Data
 - 52.215-12, Subcontractor Cost or Pricing Data
 - 52.230-06, Administration of Cost Accounting Standards
 - Many, many more



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Common Areas of Concern

Internal Controls

- Internal controls can cover everything in your contract.
- What is required?
 - Do you have a system in place to test and audit compliance with all the clauses in your contract?
 - If so, do you use it?
- Failure to comply could result in...
 - Full range of sanctions and penalties.



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Conclusions

- Working for the US Federal government can be one of the most rewarding, satisfying, and professionally-interesting things an engineer can do.
 - In the earth sciences and geotechnical work we do, we have a chance to serve both the country and its citizens directly.
- Working for the US Federal government requires:
 - Thorough knowledge of your contract;
 - Understanding of all of the FAR clauses, including those that are "incorporated by reference";
 - Understanding of the scope of work; and
 - A good internal controls system to keep you on track.
- If you don't have good management and support systems in place, "Seek professional help!"
 - Make Counsel, HR, Finance, Internal Audit, and others a vital part of the team.

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Questions?



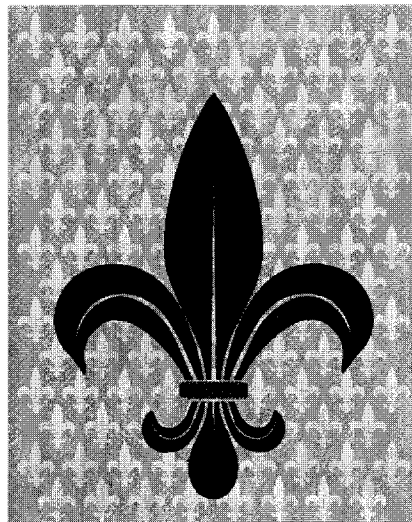
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Spring Meeting

Leading Change: The Future Is
Guaranteed to No One!

Dr. Stephen Long

Friday, April 16, 2010
1:00PM - 2:00PM



The Institute for Level Six Leadership

Leading High Performance Organizations


Stephen Long, PhD

As founder and president of The Institute for Level Six Leadership, Dr. Stephen Long has proven that leadership is a learned skill built upon inherent strengths. Through his work with champion athletes, top salespeople and corporate executives, Dr. Long has helped permanently raise corporate and team productivity from adequate -- to outstanding. Level Six Leadership™ is a breakthrough social operating system that immediately enhances an organization's productivity and efficiency. Applying his coaching and leadership techniques, Long's coaching has helped a variety of companies realize a significant increase in performance.

Author of the critically acclaimed book, *GOLD!: Applying Level Six Performance to Capture the Runaway American Dream*, Dr. Long demonstrates that High Performance & Strong Character is one-in-the-same. Long's method proves performance relies more on learned, deliberate competence much more than natural ability or intelligence. Using Level Six Leadership™ techniques, organizations adapt to stressful and changing business situations as well as any championship team in overtime.

A leader in practical applications of organizational effective behavior, Dr. Long has consulted with 21 championships teams. His athletic clients include Olympians, All-American and all-conference athletes, Heisman Trophy finalists and the NFL's most valuable player. Dr. Long consults with the outstanding University of Southern California football program and the United States Olympic Committee. He has now applied the Level Six Leadership™ method to the business world with award-winning success.

Identified as one of North America's top-10 performance enhancement consultants by an independent study conducted at the University of Utah, Dr. Long is a highly sought after speaker by Fortune 500 firms, mid-size companies, sales organizations and non-profits. His articles have appeared in dozens of magazines worldwide read by hundreds of thousands of people. Dr. Long began his career as a college football coach at the University of Virginia and the University of Delaware. He earned his PhD in Education from the University of Kansas. For six years, he was the Performance Enhancement Specialist at the U.S. Air Force Academy where his programs were primary to developing habits of High Performance & Strong Character for the Cadet Wing. Long competes as a master's swimmer and is an accomplished marathoner.




Leading Change

The Future is Guaranteed to No One

Stephen Long, PhD The Institute for Level Six Leadership

Welcome


- Leadership
- Leadership
- Leadership



Current Issues

- People Issues are Most Important
- Biggest Challenge is Culture
- Talent is King
- Attitudes & Beliefs
- 92% are NOT Prepared

2010 Workplace Issues Report—Six Seconds



Leadership

- The Jonah Complex



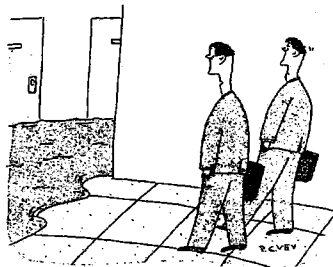
Change

- Forces of Change
- Antecedents of Change
- Resistance to Change
- Why Change Fails





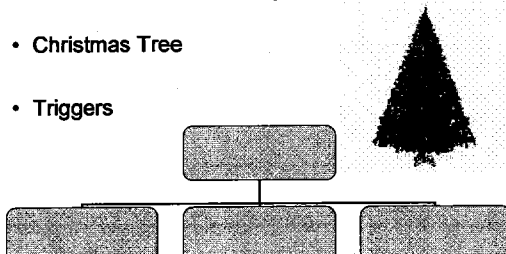

THE NEW YORKER



"Let's not panic till we know whether it's coming in or going out."


20th Century Change

- Christmas Tree
- Triggers

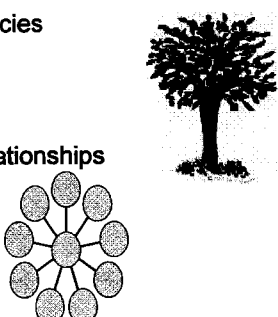

Christmas Tree

- Effects



Reality Org Chart

- Interdependencies
- Apple Tree
- Managing Relationships

Interdependencies

- Mutual Dependence
- Counterdependence
- Overdependence
- Understanding Yourself



21st Century Change

- Triggers
- Paradox
- Dynamic Stability

C-O-N-T-I-N-U-I-T-Y

Stability

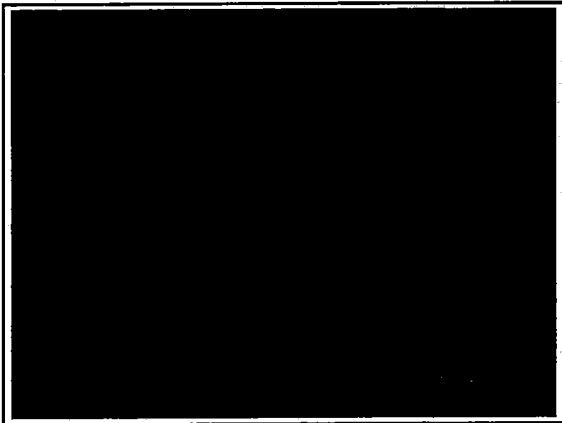
Change



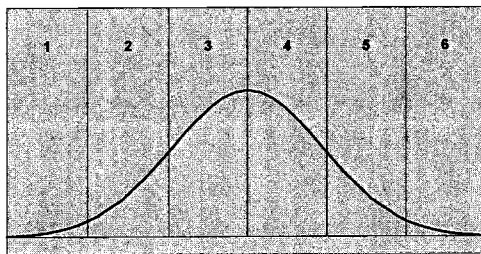
Components

- Finding Continuity
- Appreciating Continuity
- Developing Continuity





Water Rises to Its Own Level



Leadership

- Comfort Zones
- Social Architect

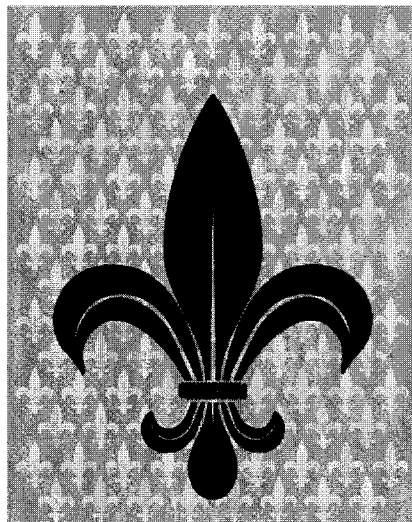


Spring Meeting

Social Networking Part II:
Network to Net Work

Kevin Knebl

Friday, April 16, 2010
2:15PM - 3:30PM



Social Networking Part II – Network to Get Work

Presented by Kevin Knebl of Knebl Communications,
Inc. on behalf of ASFE
New Orleans, LA 4/16/10

Social Media as a Strategic Tool for Engagement in the Workplace

- In today's world of work, both individuals and organizations are looking to survive and prepare for what's next.
- Individuals look for connection to each other, their work and the organizations they work for.
- Organizations are focusing on engaging their employees and seek to attract key employees. More and more a great workplace is defined by the quality of the relationships there.

Leveraging Social Media for Employee and Client Acquisition

- New tools are constantly being developed to access the talent pool and client market.
- Try not to focus on the tools, though. Instead, put your energy into learning how these tools encourage interactions.
- Focus on connecting with the people, and the tools will all make sense.

The Importance of Being Human

- Gaining the trust of another requires you to be competent and reliable. It also requires you to leave someone with a positive emotional impression, which is something the Web has the potential to do quickly and well.
- Be human. You're allowed to now, in varying degrees, on the different platforms the Web makes available.
- Have a voice, because people are sick of brochures and sales pitches. They want the real thing.
- Doing this right will have an impact you will notice immediately. You won't just be perceived as a professional, you'll be a person first, and that's how you'll be treated.

A few thoughts before exploring LinkedIn and Twitter

- When technology is leveraged to facilitate and enhance social interaction, a great deal of value can be created.
- Use these new tools properly and they'll prove to be invaluable in your effort to strengthen existing relationships and capture the hearts and minds of clients, colleagues, employees, customers and strategic alliances.

Thank you!

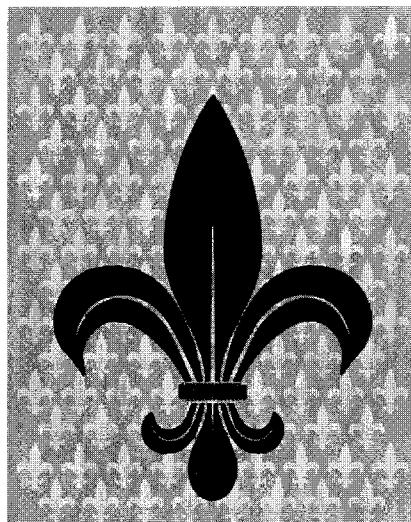
- Kevin Knebl
- Speaker/Trainer/Coach
- Knebl Communications, Inc.
- www.kevinknebl.com
- kevin@kevinknebl.com
- Office: 866-303-5642
- Cell: 719-650-7659

Spring Meeting

Engineering:
The Invisible Profession

John Boyd, Ph.D., P.Eng.

Saturday, April 17, 2010
8:30AM - 9:30AM

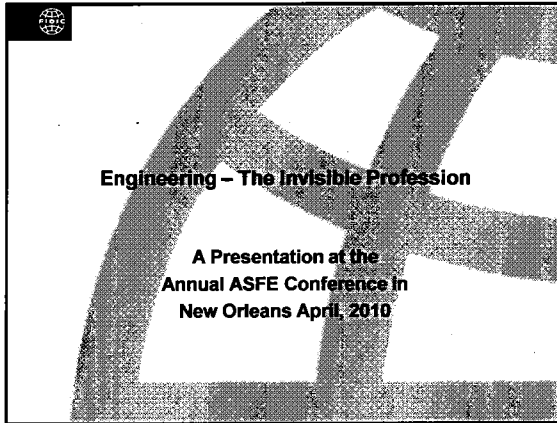


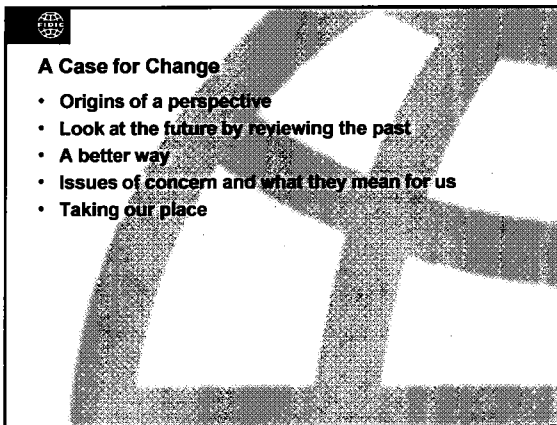
John Boyd P.Eng.,PhD has been in the consulting engineering business for more than 34 years with Golder Associates, 15 in senior management roles. John was President of the Canadian operating company, VP Operations of the the Golder Group, a Director in several of the Boards of companies in the group, Director and later Chairman of the Waterloo Centre for Groundwater Research, Director and subsequently Chairman of the Association of Consulting Engineers of Canada, Director and subsequently President of Peel Red Cross, Member of the Faculty Advisory Board of McGill University, and is a former member of the Executive Committee of FIDIC and is currently its Past President. He is also a director of Riverbank Power, a company attempting to develop pumped storage power stations in Canada and the Northeastern US.

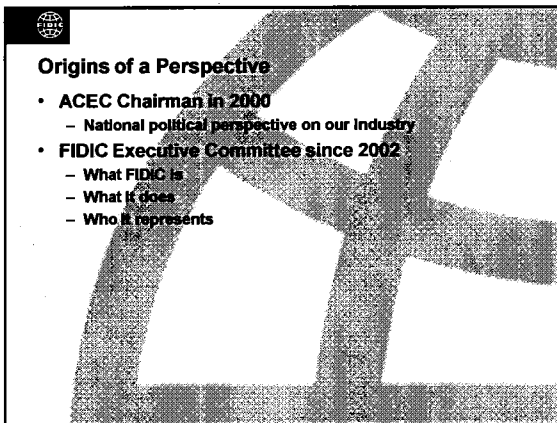
John has been the Executive Committee representative responsible for the FIDIC Committee on Sustainable Development. This group was given the task of developing a system of sustainability indicators for engineering project use on behalf of the Federation's 84 member countries. The resulting FIDIC Project Sustainability Management system (PSM) is unique in providing a practical approach that maintains a traceable link to Agenda 21, the agreed world-wide basis for sustainability adopted by over 140 countries. John is currently Chair of the Climate Change task force of the Federation.

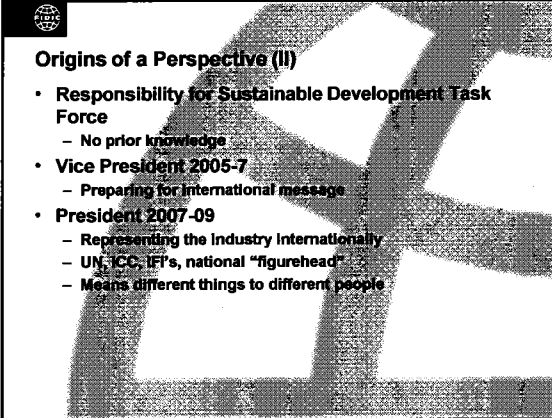
John has been involved in the project application of PSM, and also in training of engineering professionals in using the system in Canada, the United States, China, the Philippines New Zealand, Australia, India, Iran, Mexico, Belgium, and Germany. He was recently involved in presenting a FIDIC workshop on the subject (June 2008) given to key staff members from the World Bank, the Inter-American Development Bank, the Asian Development Bank, the African Development Bank, and the European Bank for Reconstruction and Development.

FIDIC, the International Federation for Consulting Engineers, is the international organization representing the consulting engineering industry. Its members are 84 national associations representing engineering consultants in their respective countries – collectively some 50,000 companies and approximately 1.5 million professionals. The federation exists to represent the industry with international agencies such as the UN, the International Financial Institutions, ISO etc. Its activities include efforts to develop the industry's capacity, collect and disseminate best practices, and support the industry's efforts to address its three values of quality, integrity and sustainability. It is perhaps best known for its suite of construction contract documents which are used widely by countries, industries, and by all of the multilateral development banks.



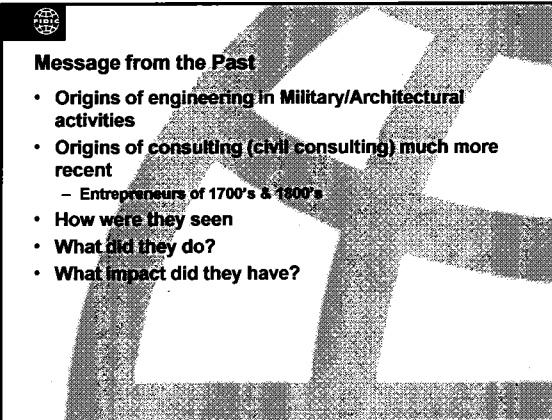






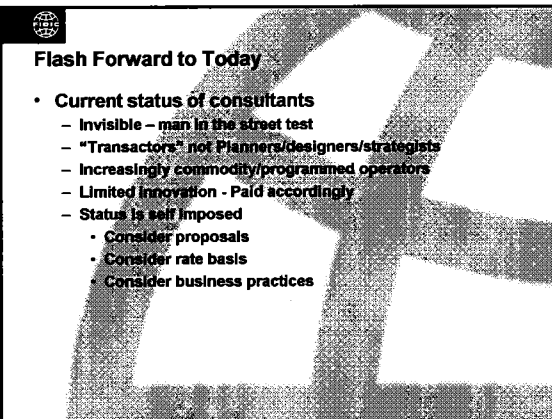
Origins of a Perspective (II)

- **Responsibility for Sustainable Development Task Force**
 - No prior knowledge
- **Vice President 2005-7**
 - Preparing for international message
- **President 2007-09**
 - Representing the Industry Internationally
 - UN, ICC, IFI's, national "figurehead"
 - Means different things to different people




Message from the Past

- **Origins of engineering in Military/Architectural activities**
- **Origins of consulting (civil consulting) much more recent**
 - Entrepreneurs of 1700's & 1800's
- **How were they seen**
- **What did they do?**
- **What impact did they have?**




Flash Forward to Today

- **Current status of consultants**
 - Invisible – man in the street test
 - "Transactors" not Planners/designers/strategists
 - Increasingly commodity/programmed operators
 - Limited innovation - Paid accordingly
 - Status is self imposed
 - Consider proposals
 - Consider rate basis
 - Consider business practices



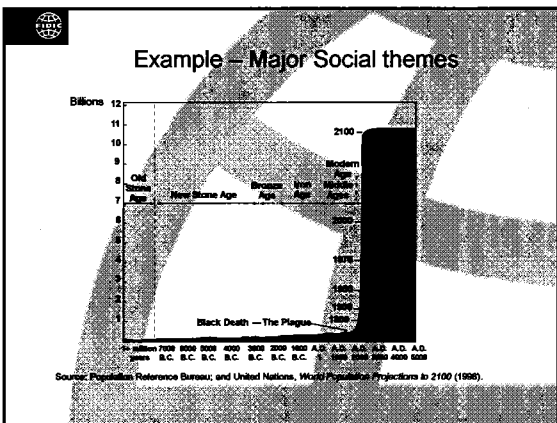
The Better Way

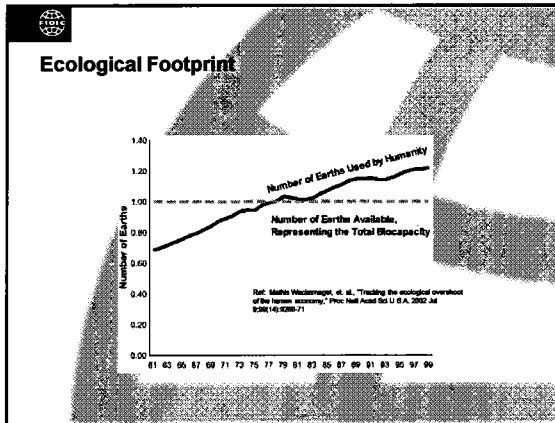
1. Dislike of current situation
 - Society making mistakes – with my money
 - Denigration of technical perspective
 - Misleading and slanted media coverage
 - What I do is key to the future success of my species
 - Recall today's actions
 - Philosopher perspective
2. Drag self-worth out of the gutter
3. Become a "Trusted Advisor to Society"
4. Engage



Issues and Implications

- Trusted advisor/implementer of technology and expert on its impacts
 - Not trusted – how did the word of the NGO supercede ours
 - Not advisor – transactor
 - Not implementer – stay clear of doing
 - Not expert on impact – we pay little attention
- Types of issues
 - Relevant to our special knowledge
 - Major issues that are impacted by or have an impact on our special knowledge
 - Sustainable development
 - Millennium Development goals
 - Climate change






Consider Sustainability and Engineering

- FIDIC issue since 1992
- Several publications looking at the way it affects engineering
- Project Sustainability Management Guidelines published in 2004 – next version out 2010
- Provides concrete approach to deliver more sustainable projects if your client asks you to do so using a continuous improvement methodology


What did we find out?

- No broadly acceptable definition of what to include under the heading of sustainability
- Such an extreme range of opinion that the remedies were mutually incompatible
- With many it was much more than an issue – verging on a religion
- Big danger to industry of being caught in the middle



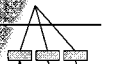



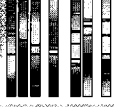
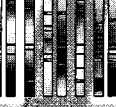
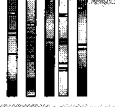



What did we do?

- Adopted the UN's definition because it had been agreed (1992) by international convention amongst 148 countries
- Developed a process whereby project team would decide which of the issues had implications for the project under consideration
- Developed a process for rating the importance of each issue so that emphasis could go on the right things

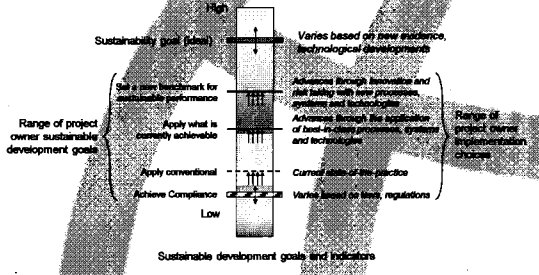


Sustainable Development Indicator Set

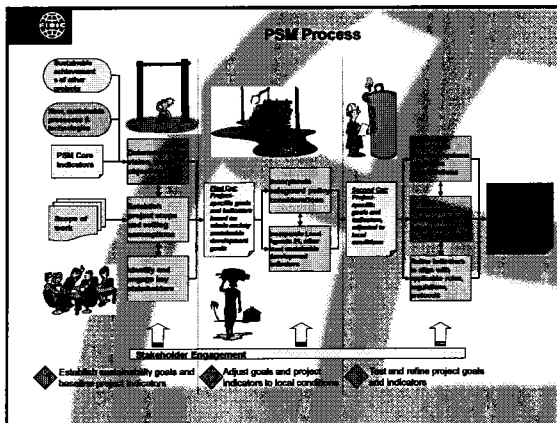
Category	Environmental	Economic	Social
Themes			
Sub-themes			
Indicators			



Goals and Indicators



The diagram shows a vertical scale from Low to High. On the left, it lists 'Sustainable goal (idea)', 'Set a new benchmark for sustainable performance', 'Apply what is currently achievable', 'Apply conventional', and 'Achieve Compliance'. On the right, it lists 'Varies based on new evidence, technological developments', 'Advances through innovation and that falling with new processes, systems and technologies', 'Advances through the application of best-in-class processes, systems and technologies', 'Current state-of-the-practice', and 'Varies based on laws, regulations'. A bracket on the left groups the first three items as 'Range of project owner sustainable development goals', and a bracket on the right groups the last three items as 'Range of project owner implementation choices'. The bottom is labeled 'Sustainable development goals and indicators'.

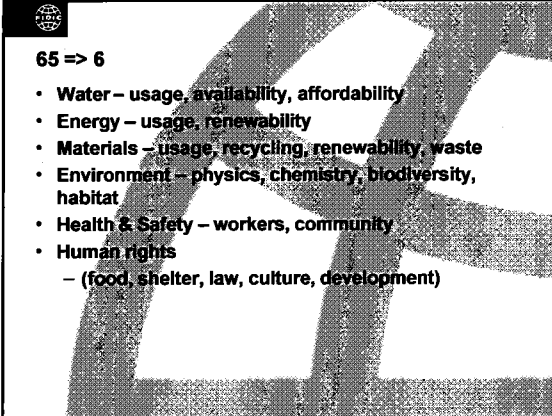


Current status

- Many projects have tried system
- Improvements to be made and simplifications and new issues to be included that were not as important before
- Hot discussions presently on what targets we should adopt
- Clear implications for our industry
- Seeing a degree of consolidation with FIDIC likely to be the top layer

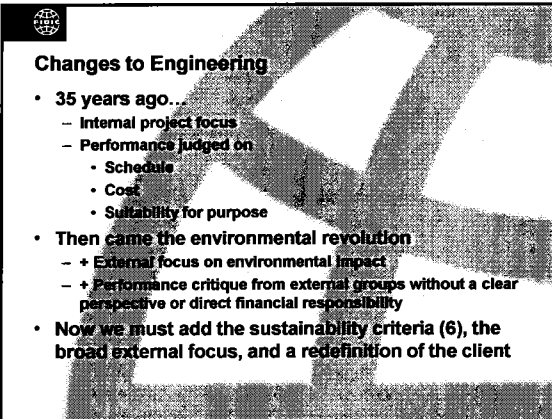
Problems

- Too many issues (65)
- Too focused on third world concerns
- Too complex for simple projects
- Good umbrella approach
- Comprehensive
- Required appropriate thought process
- Industry involvement too late



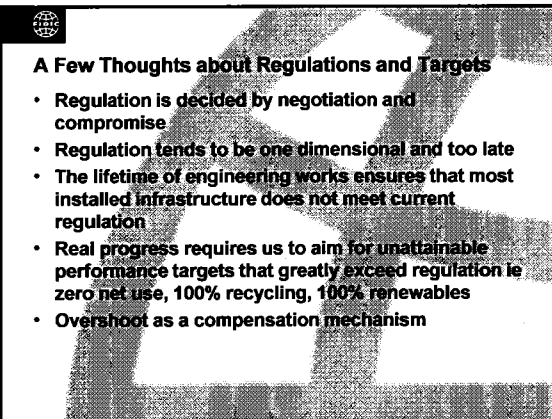
65 => 6

- Water – usage, availability, affordability
- Energy – usage, renewability
- Materials – usage, recycling, renewability, waste
- Environment – physics, chemistry, biodiversity, habitat
- Health & Safety – workers, community
- Human rights
 - (food, shelter, law, culture, development)




Changes to Engineering

- 35 years ago...
 - Internal project focus
 - Performance judged on
 - Schedule
 - Cost
 - Suitability for purpose
- Then came the environmental revolution
 - + External focus on environmental impact
 - + Performance critique from external groups without a clear perspective or direct financial responsibility
- Now we must add the sustainability criteria (6), the broad external focus, and a redefinition of the client




A Few Thoughts about Regulations and Targets

- Regulation is decided by negotiation and compromise
- Regulation tends to be one dimensional and too late
- The lifetime of engineering works ensures that most installed infrastructure does not meet current regulation
- Real progress requires us to aim for unattainable performance targets that greatly exceed regulation ie zero net use, 100% recycling, 100% renewables
- Overshoot as a compensation mechanism




Now look at climate change.....

- Not a religion
- Look at the evidence for yourselves
- Think about the consequences for your industry
- Engage – take your opinions to the public debate
- Two flavours:
 1. Adaptation – living with the consequences
 2. Mitigation – avoiding the consequences by changing the drivers (GHG)
- Huge amount of engineering to be done for each flavour – consider the following




Some basic issues

- Changes to storm severity, rainfall, temperature extremes, coastal water level
- **Engineering impacts**
 - Regulatory environment
 - Emissions allowances
 - Water use limitations
 - Energy restrictions
 - Transportation restrictions
 - Basis for design (building codes)
 - Flood predictions based on historic records?
 - Groundwater and permafrost conditions
 - Wind loading
 - Financial distortions of carbon trading




Recipe for change

1. Get annoyed
2. Take pride
3. Aim high
4. Engage




Taking our Place

- Expand what we offer our clients
- Use our organizations as tools for engagement
- Review the issues holistically
- Cultivate the media (become interesting – even outrageous!)
- Bring a well thought-out perspective to social issues
- Adopt a target, measure progress, use feedback for course correction




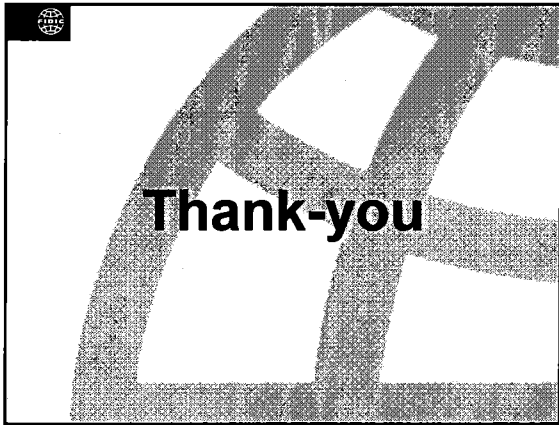
Role of the engineer is changing

- Need to carefully evaluate the engineering framework of social issues – and participate in social dialogue
- Need to collaborate closely with researchers to find better solutions and then practice innovation rather than just talking about it (to hell with the lawyers!)
- Need to understand that we if we keep loading up the planet with the wastes of our society it is like chucking stones into a donkey cart, and sooner or later we reach the tipping point...



The Tipping Point





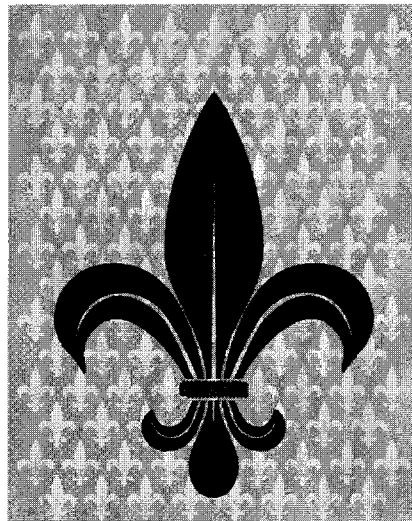
Spring Meeting

Leadership Lessons Learned

Donald V. Roberts, P.E., F.ASCE

Saturday, April 17, 2010

9:30AM - 10:30AM



DON V. ROBERTS, P.E., Dist. M., ASCE

Don Roberts is a Distinguished Member of the American Society of Civil Engineers. Mr. Roberts has more than 50 years experience as a consulting civil and environmental engineer. He began his career with Dames & Moore and left as a one of two senior partners to become a vice-president of CH2M Hill. Since retiring in 1994 he has become an independent consulting engineer.

Don Roberts received a BS degree in Civil Engineering from Stanford in 1950 with a strong minor in geological engineering. He then conducted post-graduate studies in geotechnical engineering at the Imperial College, University of London (Diploma of the Imperial College.) He also conducted post-graduate studies in engineering geology at the Royal School of Mines in England and at the University of Southern California.

Mr. Roberts has been responsible for major geotechnical investigations and environmental studies for 500 projects located in 20 countries. He was a pioneer in developing methods to analyze the environmental impacts of projects prior to the passage of the National Environmental Policy Act (NEPA). He managed programs to investigate and clean up nuclear waste sites for the US Department of Energy.

Mr. Roberts has been involved in a variety of professional society activities, including:

Member of the Governing Board of Engineers Without Borders-USA (EWB-USA). In 2006 he received the annual Founders Award from EWB-USA.

- Vice-President of the World Federation of Engineering Organizations (WFEO) and President of the WFEO Committee on Technology (ComTech). In October 2003, Mr. Roberts was awarded the WFEO Gold Medal for "Outstanding Service to Humanity".**
- President and Chairman of the Board of the World Engineering Partnership for Sustainable Development (WEPSD). This was a partnership of the three largest international engineering organizations: WFEO, FIDIC and UATI.**
- President of ASFE: "The Best People on Earth". This is the national organization of professional firms practicing in the applied geosciences and related applied disciplines.**

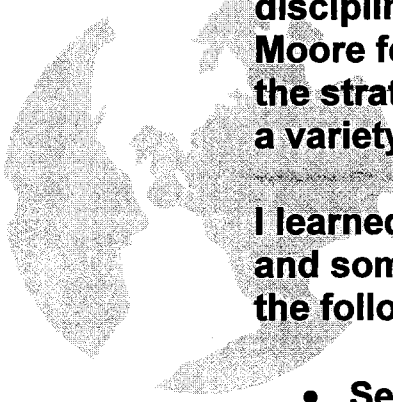
- **President of the Hazardous Waste Coalition (HWAC).** This organization represented all the consulting engineers engaged in evaluating and cleaning up hazardous waste sites.
- **Member of the Environmental Committee of the International Federation of Consulting Engineers (FIDIC).**
- **Member of the Task Committee on Sustainable Development, American Society of Civil Engineers (ASCE).** This Committee was instrumental in revising the ASCE Code of Ethics.
- **The American Association of Engineering Societies (AAES).** On May 3, 2004, Mr. Roberts received the Jane Hodges Queneau Paladium medal. This is an annual award given by AAES and the Audubon Society to an American engineer for "Environmental Conservation".
- **On October 29, 2005, Mr. Roberts received the Presidents' Award from the American Society of Civil Engineers (ASCE).** The award is made each year on behalf of the living past presidents of ASCE. The citation read, *"For his advocacy for the engineering community's engagement in the dialog on sustainability issues internationally, his leadership in the World Federation of Engineering Organizations and his tireless efforts to serve the civil society by incorporating the tenets of sustainable development into engineering practice."*
- **In 2009, Mr. Roberts was one of 10 ASCE members elected as "Distinguished Members" of ASCE.** According to the ASCE News, "With the exception of ASCE's presidency, the status of distinguished member—formerly called honorary member- is the highest conferred by the Society."

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Don V. Roberts, PE

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Highlands Ranch, CO 80126
Ph. 303-770-8122
Email: Donvnroberts@earthlink.net

SUMMARY OF "LESSONS LEARNED" BY DON V. ROBERTS



In the past 60 years, I have had a long and varied career. My background is summarized on the attached resume. I started out as a geotechnical engineer but gradually became a multi-disciplined practitioner. I spent 36 years with Dames & Moore followed by seven years with CH2M Hill. I helped with the strategic planning and diversification of both firms. I led a variety of projects in 20 countries, including Iran.

I learned quite a few lessons in this long career---some good and some not so good. In this presentation, I will touch on the following lessons:

- Seek out mentors within your firm and from other organizations. Be a mentor to others.
- Become familiar with other disciplines. You may need to work on many interdisciplinary projects in the future.
- Accept the fact that our role as consulting engineers is continually changing. Carefully track emerging trends and help your firm change with time.
- Develop teams within your firm to test emerging markets and experiment with new services.

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Page 2

- **Travel as needed but don't risk your health or hurt your family. Use new communication techniques instead.**
- **Be careful how you develop an international practice and don't let any segment of your practice dominate your business.**
- **Why it is important to participate in a variety of professional organizations. Encourage others to do so.**
- **Become aware of international problems such as the need for sustainable development and the potential changes from global warming.**
- **Be prepared to change careers if you no longer enjoy what you are doing.**

I will even discuss how I once threatened the future of ASFE and how cool heads convinced me I was wrong.

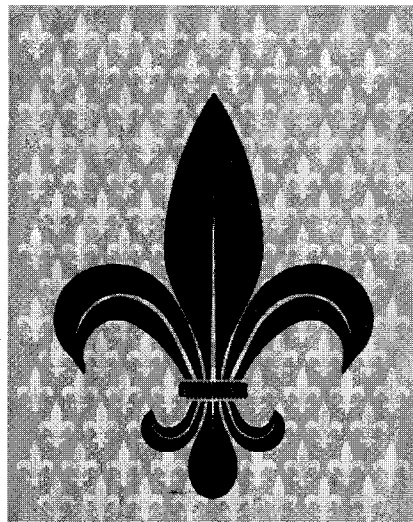
I hope my presentation will provide some food for thought for your growing business and personal career in the future.

Spring Meeting


Where Is the Green in Being Green?

William A. Wallace

Saturday, April 17, 2010
10:45AM - 11:30AM




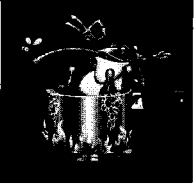
Where is the Green in Being Green?



by
Bill Wallace
Wallace Futures Group, LLC
presented to
ASFE Annual Meeting
New Orleans, LA
April 17, 2010

Wallace: April 2010 ASFE Annual Meeting 1

Where is the Green in Being Green?






by
Bill Wallace
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April 17, 2010

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Bill Wallace Bio


- Founder and President, Wallace Futures Group, LLC, Steamboat Springs, Colorado, USA
- Book author: *Becoming Part of the Solution: The Engineer's Guide to Sustainable Development*
- Course designer and lecturer, University of Florida, "Green Engineering Design and Sustainability"
- Chair of the International Federation of Consulting Engineers (IFIC) Sustainable Development Committee
- Steering Committee member, ACEC Environment and Energy Committee
- Past-president and member of the Governing Board: Engineers Without Borders-USA
- Secretary and member of the Board: Engineers Without Borders-International
- Member of the ASCE Committee on Sustainability, Task Force on Sustainable Design
- Former Liaison Delegate to the World Business Council for Sustainable Development
- 21 years at CH2M HILL in various senior positions; 3-year term on the Board of Directors


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Summary

- Changing your perceptions about "green"
- What sustainability is really about
 - The most important issue for the 21st century!
- How sustainability issues are creating huge opportunities for engineering firms
 - If the leadership can figure it out!
- How to prepare your company to pursue this market
 - What can you do Monday morning



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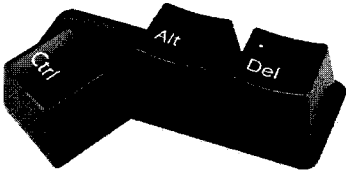
How would you characterize your role in your company?

- **Leader**
 - President, CEO, Chairman...
 - Sets company strategy and direction
- **Principal**
 - Responsibility and budgetary authority to actively pursue new markets
- **Professional**
 - "Go to" person in the company
 - Responsible for delivering projects and delighting clients

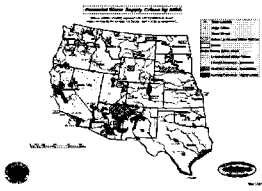
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Reboot!

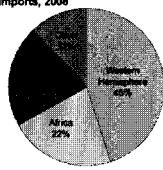
Changing Your Perceptions About "Green" and About Sustainability



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Sources of U.S. Net Petroleum Imports, 2008



Source: U.S. Energy Information Administration

It's more than just thinking "green"
The "Yellow Brick Road" syndrome
Defining sustainability and sustainable development

WHAT SUSTAINABILITY IS AND WHAT IT IS NOT

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What sustainability is not

Sustainability Is More Than Just Thinking "Green"

- Most people (engineers included) don't fully grasp what sustainability really means
 - Centered around "being nice to the planet"
 - Also don't fully grasp the consequences of continued non-sustainable development
- Result: a wide-ranging set of efforts to "become sustainable"
 - Applying solutions without understanding what problem they're trying to solve



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What sustainability is not

The "Yellow Brick Road" Syndrome

- Applying solutions without understanding the scope and extent of the problems
- Creating the illusion that achieving conditions of sustainability is just a matter of adding "green" features onto projects



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What sustainability is all about

What Is Sustainability, Sustainable Development

Brundtland Commission Definition: Sustainable Development


"...development that meets the needs of the present without compromising the ability of future generations to meet their own needs."
Brundtland Commission Report, 1987

ASCE Definition ("...clear enough to be easily understood by our (ASCE) members.")

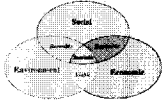


Sustainability is a set of *environmental, economic and social conditions* in which all of society has the capacity and opportunity to maintain and improve its quality of life indefinitely, i.e., without degrading the quantity, quality or the availability of natural resources and ecosystems.

Sustainable development is the *process* of converting natural resources into something that is more profitable or productive or useful, while maintaining or enhancing the quantity, quality, availability and productivity of the remaining natural resources and the ecological systems from which they were drawn

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What Are Your Perceptions About Sustainability?

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Sustainability Perceptions

1. Natural resources and ecological systems have value as both a resource and for the services they provide
2. Natural resources and ecological systems are finite
3. Finite natural resources and ecological systems must be effectively managed, maintained and enhanced
4. We are using up resources and the capacity of ecological systems much faster than they can be replaced, replenished or restored.
5. We have now reached many resource and ecological systems capacity limits and we are experiencing the consequences. Examples include volatile oil prices, global climate change, and water shortages
6. Society must act soon and aggressively address these problems before these consequences become devastating and irreversible

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Sustainability Perceptions

"Six Degrees of Recognition"

Degree of Recognition	Concerns	Response
1 Values: Natural resources and ecological systems have value, but are still considered essentially limitless	Access to resources and use of natural systems at the lowest cost	I can use whatever I need
2 Limits: Natural resources and ecological systems are finite	Access to resources and use of natural systems at the lowest cost	I know there are limits but there are plenty left
3 Sustainable: Finite natural resources and ecological systems must be effectively managed, maintained and enhanced	Maintaining resource supplies, and the health of ecological systems and carrying capacity	I have a moral, economic and often a regulatory obligation to manage well
4 Precaution: Society is using resources and ecological carrying capacity faster than they can be replaced, replenished or restored	Sufficiency of management and maintenance efforts. Current and future effects on operations	I need to understand these limitations and their possible consequences
5 Consequences: Reaching or exceeding resource or carrying capacity limits has serious consequences: scale and severity	Possible serious, irreversible consequences on operations	I understand the consequences and they could be severe
6 Urgency: Society must act soon to before the consequences become inevitable, devastating and irreversible	How soon to act and what level of action to take	I need to taken action now to deal with urgent and serious problems

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The Great Climate Change Game "Duelling Factoids" vs. "Who Do You Trust?"

- 48 recognized and credible scientific institutions have concluded...

– Global climate change is real, most likely human caused, and could have catastrophic impacts on society unless action is taken immediately

- Six such institutions are non-committal
- Since 2007, no remaining scientific body with national or international standing has rejected these basic findings

National Research Council (US)
NASA NOAA Geological Society of America
US National Academy of Sciences
Intergovernmental Panel on Climate Change (IPCC)
Royal Society of New Zealand
American Physical Society
U.S. Global Change Research Program
American Medical Association
Arctic Climate Impact Assessment
American Chemical Society
American Geophysical Union
European Academy of Sciences and Arts
InterAcademy Council
American Meteorological Society
International Council of Academies of Engineering and Technological Sciences
American Association for the Advancement of Science
Engineers Australia (The Institution of Engineers Australia)
Society of American Foresters

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Human Development Index
Ecological footprint
The Sustainability Quadrant

THE DIMENSIONS OF SUSTAINABILITY



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Human Development Index (HDI)

- Used by the UN since 1990 as a measure of development progress
- Three factors:
 - Life expectancy
 - Educational level
 - Relative income

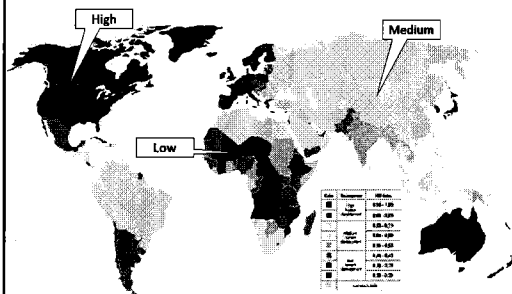


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World map of Human Development Index (HDI)

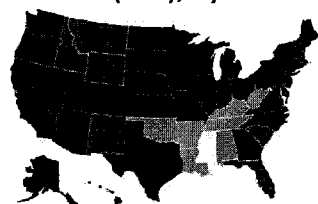


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U.S. Map of the Human Development Index (HDI), By State

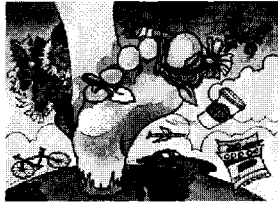


Source: The Economist, http://www.economist.com/blogs/freemove/2009/05/link_exchange_170

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Measuring the impact of human activity on the Earth's ecological systems
How much activity can be sustained in the long term

ECOLOGICAL FOOTPRINT

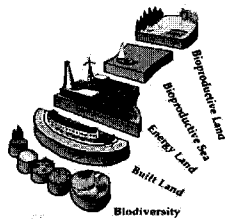
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Ecological Footprint Background

- Conceived in 1990 by Mathis Wackernagel and William Rees, University of British Columbia
- Currently in wide use to monitor ecological resource use and advance sustainable development

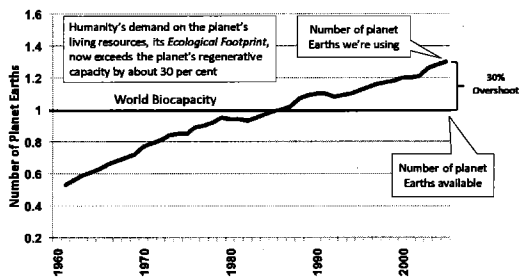


Source: <http://www.footprintnetwork.org/en/index.php/GFN/>
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Carrying Capacity, Ecological Footprint



Source: Living Planet Report 2008, World Wildlife Fund, http://assets.panda.org/downloads/planet_report_2008.pdf
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Ecological Footprint: Country Comparisons

Biocapacity available (2009) = 1.8 global hectares per capita

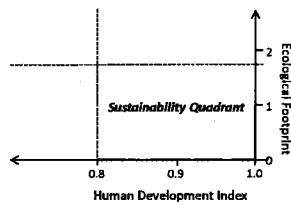
	ECOLOGICAL FOOTPRINT (global hectares per capita)						
	Ecological Footprint	Cropland Footprint	Grazing Footprint	Forest Footprint	Fishing Ground Footprint	Carbon Footprint	Built-up Land
USA	9.0	1.12	0.06	1.17	0.16	6.41	0.09
India	0.8	0.28	0.01	0.12	0.01	0.31	0.04
China	1.8	0.36	0.13	0.15	0.06	1.08	0.07
United Arab Emirates	10.3	1.98	0.19	0.49	0.39	7.19	0.06
France	4.6	0.81	0.16	0.63	0.30	2.49	0.21
Senegal	1.2	0.47	0.24	0.22	0.09	0.18	0.04
World	2.6	0.57	0.22	0.28	0.10	1.37	0.05

Source: Global Footprint Network. <http://www.footprintnetwork.org/en/index.php/GFN/>

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Setting a target for conditions of global sustainability

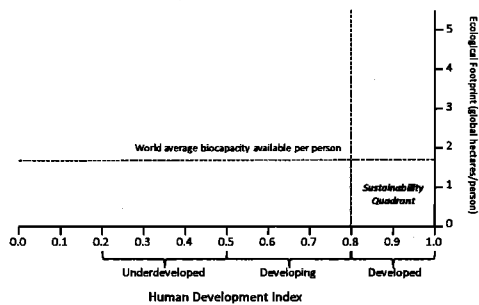
THE SUSTAINABILITY QUADRANT

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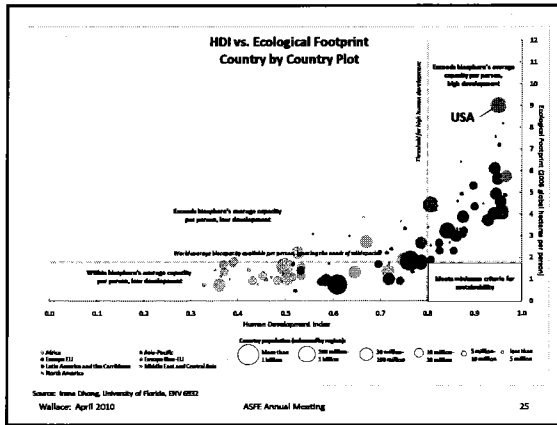
The Sustainability Quadrant

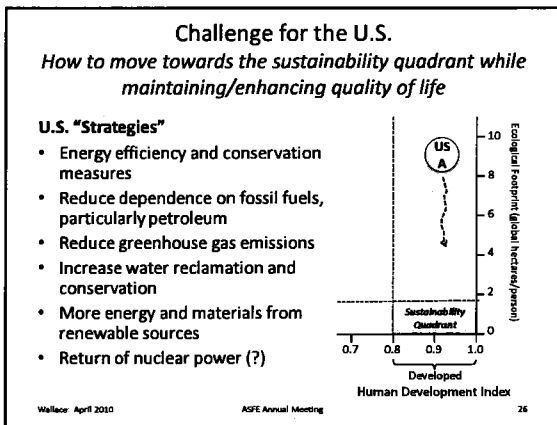


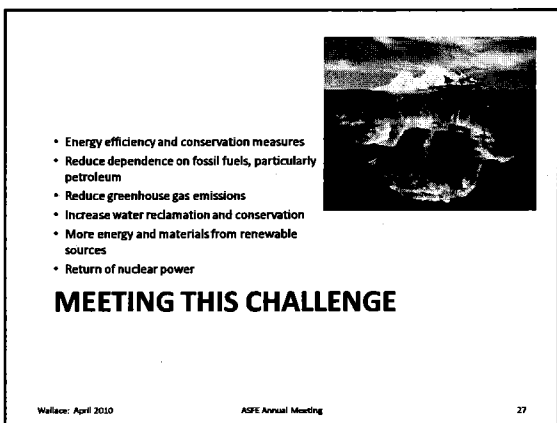
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Meeting This Challenge: What Opportunities Emerge

Adjust
Improve
Overhaul
Reinvent

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Energy Efficiency and Conservation

- Buildings
 - LEED as transformational
 - “Architecture 2030 Challenge”
- Infrastructure
 - Transportation uses 27%
 - 95% of which is petroleum
 - This has major strategic implications
 - Role of infrastructure in energy efficiency and conservation
 - ASCE Infrastructure report card
 - “Roads are forever!”

INDUSTRY 25%
TRANSPORTATION 27%
BUILDINGS 40%
US ENERGY CONSUMPTION

Sources: An Introduction to the U.S. Green Building Council and the LEED® Green Building Rating System, U.S. GBC, August 2003.
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“The U.S. is the Saudi Arabia of energy conservation...” McKinsey

Energy and the U.S. Economy

Energy flows from production to end use, with various conservation opportunities identified at each stage.

Sources: McKinsey, Unlocking Energy Efficiency in the U.S. Economy
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Sustainable Engineering Services
Client Needs vs. Firm Capabilities Worksheet

Competitive Landscape				Capacity, Shortfalls, Plans, Opportunities						
Market Driver	Client Strategy	Client Needs	Responding to	Required Engineering Services	Required Knowledge and Capabilities (Cumulative)	Client Examples	Related Services, Capabilities and Resources	Capacity and Resource Shortfalls	Plans for Improvement	Opportunities for Growth and Diversification
None	Compliance	Comprehension. Understanding of green, sustainability issues in a way that makes business sense	New issues. Emergence of sustainability-related trends and issues of apparent importance.	Education. <ul style="list-style-type: none">Examples from others.Present a business case.	<ul style="list-style-type: none">Domain knowledge of client's business.Understanding of sustainability issues and its effect on client's business.Successful applications of sustainability practices.Ability to develop and present business benefits to clients.					
Reputation	Choice	Reassurance. Establish green, sustainability policies and practices	Internal pressures. Perceived importance by management and staff of external sustainability issues.	Education. <ul style="list-style-type: none">Examples from others.Operations assessment.Identify cost effective policies and practices.	<ul style="list-style-type: none">Understanding of client's business and operations.Understanding of successful and unsuccessful models of sustainable organizations and operations related to client's.Ability to assess and recommend more sustainable and more cost effective practices.					
Reputation	Choice	Benchmarks. Measures of sustainable performance compared to others. Defend, hopefully enhance reputation.	Actions by competitors. Perceived need to measure and communicate sustainable performance compared to others. Competitive differentiation.	Assessment. <ul style="list-style-type: none">Measure, assess and report environmental, carbon footprint, CSR.Benchmark against others.Determine areas for improvement.	<ul style="list-style-type: none">Knowledge of actions by client's competitors.Formulate and execute a project for assessing the impacts of a client's operations against the dimensions of sustainability, benchmarked against competitors, others.Develop recommendations for improvement.Application of tools for measuring impacts, benchmarking, finding opportunities for improvement.					
Reputation	Choice, Structural	Stature. Operational add-ons: changes to improve green, sustainable image and reputation.	Stakeholder concerns. Perceived need to improve reputation with customers, employees, other stakeholders. Prerequisite for market entry,	Enhancement. <ul style="list-style-type: none">Reduce environmental, carbon footprint.Design and build LEED certified buildings.Assistance on corporate greening.	<ul style="list-style-type: none">Knowledge of stakeholder concerns relative to client's business and operations, and sustainability.Formulate, design and deliver projects to enhance client's sustainability image and reputation.LEED expertise for building design.Knowledge of successful applications and ability to translate to client's needs.					
Opportunity	Choice, Structural	Savings. Operational add-on changes to improve sustainable performance.	Cost reductions. Perceived need to improve own performance, based on anticipated cost reductions.	Enhancement. <ul style="list-style-type: none">Investigate and evaluate client operations.Identify and evaluate ways to reduce costs through energy efficiency, waste reduction.	<ul style="list-style-type: none">Knowledge and understanding of client's industry and their collective policies and actions regarding sustainable development.Ability to devise client plans and programs, projects for improving sustainable performance commensurate with industry practices.					
Opportunity, Necessity	Structural, Strategic	Competitiveness. Operational overhaul: Change out old processes, systems & infrastructure to achieve substantial improvements in performance. Prevent future problems	Operational, ethical imperative. Symptoms of non-sustainability falling into the clients' planning horizon. New sustainability-related regulatory requirements Urgent need to make operational changes. Belief that becoming a sustainable organization is the right thing to do.	Overhaul. <ul style="list-style-type: none">Detailed analysis of client's operations, looking for ways to improve competitiveness.Assist in strategy and operational development to improve operational and sustainable performance.Define project goals and objectives.	<ul style="list-style-type: none">Ability to comprehensively analyze client's operations at the technical level and in light of new regulatory requirements.Understand client competitiveness challenges.Assist client in setting goals and objectives that improve both sustainable and operational performance.Ability to innovate driven by regulatory, competitor driven urgencies.Reexamine current practices and devise client plans and programs, projects for improving sustainable performance that also improve operational performance.Assist client in setting program, project priorities to meet competitor challenges.					
Opportunity, Necessity	Strategic	Diversification. Operational reinvention: Selectively replace old processes, systems & infrastructure to improve sustainable performance. Develop new product/service sustainability offerings.	Strategic advantage. Symptoms of non-sustainability falling into customer's planning horizon. Perceived opportunities in new product/service sustainability offerings. Market diversification.	Reinvention. <ul style="list-style-type: none">Detailed analysis of client's operations.Assist in strategy and program development to create new product/service offerings.Help shape client's enterprise and competitive strategies, policies.	<ul style="list-style-type: none">Ability to analyze and deconstruct the client's business model.Broadly assess the client's current industry in light of sustainability trends, issues and impacts.Develop future scenarios for the client's business.Devise new enterprise-level and competitive strategies that take advantage of the coming sea change in business, driven by sustainability problems and consequences.Help reshape the client's business.Help client devise new product/service offerings.					

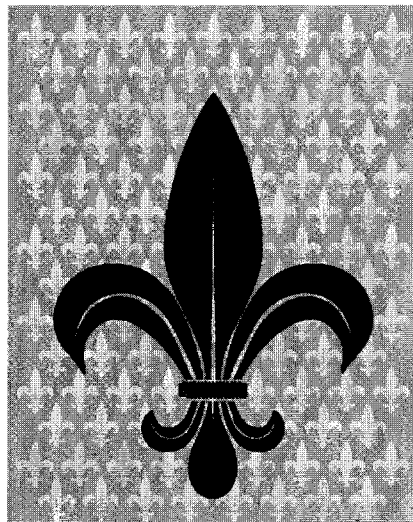
LEGEND			
Market Drivers		Client Strategy	
Reputation	Preserve and enhance reputation along sustainability dimensions	Compliance	Do what is required. Just meet laws & regulations.
Opportunity	View problems and issues through sustainability lenses. Look for innovative solutions	Choice	Build your reputation through sustainability reporting, community actions, charitable gifts.
Necessity	Urgency to mitigate or adapt to direct impacts, consequences	Structural	Develop and follow industry sector rules. Raise the "playing field" for the industry on sustainable performance
		Strategic	Create strategic advantage through new products and services based on eco-efficiency, eco-effectiveness. Attract and retain staff through sustainable policies and values. Achieve extraordinary cost reductions based on holistic engineering design

Spring Meeting

See First, Understand First, Act
First: Leadership and Preparedness
in the 21st Century

Lt. General Russel L. Honoré

Saturday, April 17, 2010
11:30AM - 12:30PM



Biography



Exclusively Representing

Lt. General Russel Honoré, (Ret.)

Visionary Leader of the New Normal and Commander of Joint Task Force Katrina

When Hurricane Katrina struck New Orleans in 2005, the devastation was more than anyone could have imagined. Images of the city drowning in the waters of the Mississippi and Lake Pontchartrain and of the dire conditions at the Louisiana Superdome and Convention Center showed the world that the United States was ill-equipped and unprepared to deal with a natural disaster of such epic proportions. In spite of questionable leadership on many levels, one leader undeniably changed the course of the disaster: Lieutenant General Russel L. Honoré, the commanding general of Joint Task Force Katrina.

A native of Lakeland, Louisiana, Honoré, the “Category 5 General,” swept into New Orleans, surveyed the destruction and took charge, bringing the city back under control and starting the long process of putting it back together.

With a trademark swagger and commanding personality, Honoré is a no-nonsense career soldier who always speaks his mind. While in charge of the entire Army east of the Mississippi, he brought leadership to New Orleans, reminding soldiers to lower their weapons and help those in need, creating a more positive atmosphere as rebuilding began.

Since his command of Joint Task Force Katrina, Honoré has brought the lessons of Katrina to organizations around the country. An expert on preparedness and responding to catastrophe, he offers insights into protecting people and organizations, outlining the principles necessary to lead through unexpected and uncontrollable crises.

Honoré’s lengthy career has taken him around the world, from Korea to Germany and the entire United States. He has many awards and distinctions, including the Defense Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit, and a Bronze Star, among others. Recently, he was awarded an honorary doctorate from Loyola University (New

Biography

Orleans).

In May 2009, he published his first book, *Survival: How a Culture of Preparedness Can Save You and Your Family from Disasters*. He also serves as a CNN preparedness contributor; a senior scientist with Gallup; as chairman of the board of Grand ISS, a comprehensive risk solutions provider; and on the Expert Council of Firestorm Solutions, LLC, a national leader in business continuity, vulnerability analysis, risk mitigation, and crisis management.

The man that New Orleans Mayor Ray Nagin called a “John Wayne dude,” Honoré has proven that by taking charge and creating a culture of preparedness, whether as an individual, a group, a city, or an entire country, unexpected crises can be managed and their impacts can be minimized.