The 22nd Annual Corporate Affiliates
ACHIEVING RESULTS Executive Workshop

June 22 - 23, 2010

Agenda

Saratoga Springs, NY

Facilitated by Bruce Piasecki
President and Founder of the AHC Group, Inc.

Save the Date:
January 25 & 26, 2012 for our next workshop

www.ahcgroup.com
www.worldincbook.com
**Tuesday, June 21**

**Registration**
12:00 PM – 5:00 PM
Check-in to pick up binder, name badge, and tent card.

**Welcoming Cocktail Reception**
5:00 PM – 7:00 PM
Join us for drinks and hors d’œuvres at the AHC Group Welcoming Reception.

---

**Thank you for joining us.**

We hope you will save the date for our next Corporate Affiliates Workshop January 25 & 26, 2011 in Phoenix, AZ.

Look for our new session on **Training for a New Generation of Leaders** to be launched **January 2012**.

We would like to recognize the companies who have made this possible.
Workshop 1: Competing on Sustainability
8:00AM – 12:00PM, Arches Room
Chair: Ken Strassner, AHC Group Senior Associate

8:00 – 8:15
Welcome from Workshop Chairman

8:15 – 9:15
Integrating Sustainability Across an Organization - Challenges & Opportunities
Rick Ramirez, Siemens

9:15 – 10:00
EarthSmart: Connecting the World in Responsible & Resourceful Ways
Mitch Jackson, FedEx

15 minute break

10:15 – 11:15
Freeport McMoRan Sustainability Programs
Bill Cobb, Freeport McMoRan

11:15 – 12:00
Progress Report on Sustainability at Georgia-Pacific
Bill Frerking, Georgia Pacific
Ken Strassner is an honors graduate (Magna cum Laude) of Yale College (1968) and of Yale Law School (1974). Prior to joining Kimberly-Clark in 1976, Mr. Strassner served as an officer in the U. S. Navy, practiced with a Washington, D.C. law firm and served as Executive Assistant to the Assistant Secretary of Labor for Occupational Safety and Health. Mr. Strassner’s legal specialties include U.S. and international environmental and energy law, product safety matters and occupational safety and health requirements.

In 1988, Mr. Strassner was appointed Vice President-Environment and Energy, Kimberly-Clark Corporation, responsible for formulation of corporate policies and management of the Corporation's technical support staffs in both areas. From 2004 to 2008, Ken served as Vice President - Global Environment, Safety, Regulatory and Scientific Affairs for Kimberly-Clark. In 2009, Ken became a Senior Associate at the AHC Group after retiring from Kimberly-Clark.

Representative AHC Group consulting assignments include ConAgra, Suncor Energy and a CEO of Anderson Flooring.
Integrating Sustainability Across an Organization – Challenges & Opportunities

Rick Ramirez

Introduced by: Alcide DeGagne, Delta Partners

Rick Ramirez joined Siemens Industry, Inc. as Vice President – Environmental, Health & Safety Affairs in September 2010 and is responsible for EHS, Business Continuity Planning, Security and Sustainability initiatives for this US Siemens Sector Company.

Rick has worked internationally in managerial and executive positions for over 35 years in various business assignments with a focus in EHS, Sustainability and Regulatory Affairs.

Prior to his assignment at Siemens, Rick was Vice President – Sustainability & Environmental Affairs at Shaw Industries from 2007 - 2010, the leading residential and commercial flooring manufacturer and, part of the Berkshire Hathaway family of companies. Rick worked in the chemicals and advanced materials industry with Hoechst / Celanese for over 25 years at various locations and business assignments globally. Early in his career, Rick also worked at Stauffer Chemical, USDOL/OSHA, Singer Aerospace and J&J Diagnostics.

Rick earned his B.S. in Forensic Science from John Jay College/City University of New York and his Master’s degree in Occupational Health & Safety from New York University.

Rick and his wife, Georgina, live in Alpharetta, GA; their 2 adult children work and live in Charlotte, NC.
Mitch Jackson is vice president of FedEx Corporation’s Environmental Affairs and Sustainability. He develops the sustainability strategy and vision to ensure that FedEx minimizes its environmental footprint while still delivering outstanding customer service. He also provides the environmental sustainability perspective on larger projects and initiatives so that FedEx keeps its eco-advantage.

Jackson spearheaded the implementation of hybrid-electric vehicles for FedEx, launching commercial hybrids in the marketplace. In conjunction with the FedEx Government Affairs department, he was instrumental in successfully pushing legislation for fuel economy standards in commercial trucking.

Jackson was recently named to Ethisphere Institute’s 2009 list of the 100 Most Influential People in Business Ethics, placing 27th on this list. He sits on The Keystone Center’s national Energy Board and serves on the American Trucking Association’s board of directors. He has served on the Keep Tennessee Beautiful Governor’s Advisory Council and as an environmental juror for The Heinz Awards, and is a past chairman of the Global Environmental Management Initiative (GEMI).
Freeport McMoRan Sustainability Programs

Bill Cobb

Introduced by: Bob Forbes, FMC

Bill Cobb is Vice President - Environmental Services and Sustainable Development at Freeport-McMoRan Copper & Gold, the largest publicly traded copper-producing company in the world. He reports to Freeport-McMoRan’s Executive Vice President/Chief Administrative Office. He is responsible for an annual budget exceeding $300 million and a diverse team of approximately 500 people engaged in:

- environmental compliance and environmental management system implementation,
- permitting and Environmental Impact Statements for new projects,
- life cycle analysis of mining facilities,
- environmental technology development/implementation,
- community/social responsibility and engagement,
- corporate-wide reporting under the GRI and development of the company’s annual Sustainable Development report
- management of the company’s land and water assets,
- closure and reclamation of existing mining operations,
- management and redevelopment or sale of discontinued operations, and
- remediation of historic environmental liabilities in 26 states.

Mr. Cobb is in his second year serving on EPA’s Financial Advisory Board.

He has a B.S. in Chemical Engineering and M.S. in Mineral Economics from Colorado School of Mines.

Workshop #1
Competing on Sustainability
Progress Report on Sustainability at Georgia-Pacific

Bill Frerking

Introduced by: Denny Minano, AHC Group

William A. Frerking
Vice President and Chief Sustainability Officer

Georgia-Pacific
Present vice president and chief sustainability officer
2006-2007 chief counsel – wood products, gypsum and chemical

Previous Positions
2004-2006 vice president, general counsel and corporate secretary, Koch Cellulose, LLC
2002-2004 assistant general counsel, Flint Hills Resources, LLC
1991-1996 attorney, Morrison & Hecker

Affiliations
State Bar of Georgia – member State Bar of Missouri – member American Bar Association – member Association of Corporate Counsel, America – member

Education
J.D., University of Missouri School of Law - Columbia
B.B.A., business and public administration, University of Missouri – Kansas City
Workshop 2: Site Remediation / Risk Reduction
1:00PM – 5:00PM, Arches Room
Chair: Dwight Bedsole, AHC Group Senior Associate

1:00 – 1:15pm
Welcome from Workshop Chair

1:15 – 2:15pm
Supply Chain Sustainability: Performance, Risks and Opportunities
Jim Weinbauer, AECOM

2:15 – 3:15
Dow Remediation Enhanced Technology Support
Greg Cochran, Dow

15 minute break

3:30 – 4:30
Remediation Business Intelligence: Using Analytics to Improve Performance
Roger Well, ENFOS

4:30 – 5:00
Dwight Bedsole & Ken Strassner
Dwight Bedsole, AHC Group Senior Associate and former Business Director for the DuPont Corporate Remediation Group is co-chairing the “Site Remediation and Risk Reduction” workshop, as he has done for the last seven years. The purpose of this workshop is to focus on site remediation programs, policies and new risk management tools. Over the years, it has transformed to focus on a broader topic range which includes financial assurance, operational risk, retired assets, and sustainable remediation.

Before retiring from DuPont in 2008, Dwight spent 40 years in a variety of plant manufacturing, technical, and business roles. Dwight participated in the formation and startup of a 100% DuPont subsidiary — DuPont Environmental Remediation Services (DERS) and formation of the DuPont Corporate Remediation Group.

Dwight has presented testimony at state, federal and public hearings, participated in numerous state, federal, and international industry forums as a presenter and panelist on issues related to Superfund, RCRA, Cost/Benefit, Tort Reform, Brownfields, Eminent Domain, NRD, Risk Assessment, Sediments and Sarbanes Oxley.

Representative AHC Group consulting assignments include Agrium, Masco and the Chairman’s Council on Sustainability & Growth at FMC.
Greenwashing and Related Environmental Risk Management
Jim Weinbauer

Introduced by: Bill Shireman, Future 500

Jim Weinbauer is the Vice President, Director of the Sustainable Development Services consulting practice for AECOM Environment. He has a proven and acknowledged record of developing, implementing, and maintaining industry-leading environmental sustainability programs consistent with business objectives. He brings global experience to this role having previously served as Senior Vice President, Director of Environment for Stora Enso Oyj a leading integrated paper, packaging, and forest Products Company with 36,000 employees in more than 40 countries on five continents.

Areas of Expertise
Environmental
- Air
- Water
- Waste
Sustainability Program Development
Climate Change
Carbon Inventory
Carbon Reduction Strategy
LCA
Carbon Assessment Tools
CDP Reporting
Sustainability Reporting
• GRI

Education
B.S., 1972
Biology
University of Wisconsin – Stevens Point

Executive Education
HRH Prince of Wales Business and Environmental Program
University of Cambridge

Stora Enso Executive Program
Helsinki School of Economics and JOKO Executive Education Ltd.
Greg Cochran, director of the Michigan Dioxin Initiative, has assumed additional responsibilities in the Business Services Group as global director, Remediation/EH&S Merger & Acquisitions, effective February 2009. Greg previously held the role of global director, Remediation/EH&S Merger & Acquisitions from 2003 to 2006. Under Greg’s leadership, this expanded role will centralize Dow’s global team of soil and ground water expertise, and will be combined with the team that manages the company’s efforts to address and resolve historical dioxin and furan issues.

Greg began his career as a Production Engineer for Union Carbide Corporation in 1981, and over the past 27 years he has worked in various roles in Manufacturing & Engineering, including Production Leader and Business Manufacturing Leader for Vinyl Acetate and Acrylic Esters, as well as various roles in Supply Chain, Purchasing, and EH&S.

Greg earned a Bachelor of Science degree in Mechanical Engineering from Louisiana Tech University in 1981, and is a member of Pi Tau Sigma and Tau Beta Pi.

Greg and his wife, Cindy, reside in the Saginaw area, and have two children in college.
Remediation Business Intelligence: Using Analytics to Improve Performance

Roger Well

Introduced by: Sheryl Telford, DuPont

Mr. Well is Executive Vice President/COO and member of the founding management team of ENFOS, Inc., the market leader in environmental business management SaaS. He has managed all enterprise-level client deployments of the ENFOS platform including companies such as BP, ConocoPhillips, Celanese, Total, Hess, Sunoco, Valero, El Paso, and Pacific Gas and Electric. In addition to the successful planning and implementation of new software deployments, Mr. Well works directly with customer leaders to maximize the strategic value of information and process management in their remediation and decommissioning programs. He maintains a special emphasis on business intelligence and analytics.

Prior to ENFOS, Mr. Well worked in the environmental consulting industry in technical/scientific positions and executive roles. With Handex Environmental, he was the Vice President of Oil and Gas Programs and was the leadership committee representative for the Amoco Marketing Environmental Services Company, a joint venture company owned by BP. Mr. Well holds an M.B.A. from the Keller Graduate School of Management (Chicago), an M.S. in Hydrogeology from the University of Toledo, and a B.A. in Geology from Monmouth College.
Workshop 3: Emerging Issues
8:00AM - 12:00PM, Arches Room
Chair: Denny Minano, Chair

8:00 – 8:15 am
Welcome by Workshop Chair

8:15 – 9:40 am
Panel on Hydrofracing & Energy
Robert Comer, Faegre & Benson
Doug Hock, Encana

9:40 – 10:30 am
GE Australia: State of the Art Coal and Carbon Project Advantages
Paul Miller, GE

15 minute break

10:45 – 11:30 am
Key Business Issues Arising from the Challenges of Water
David Hampton, IRBARIS

11:30 am – 12 pm
Benchmarking Workshops and Topic Specific Workshops
Jonathan Ellermann & Mark Coleman, AHC Group
Dennis R. Minano currently acts as an advisor on energy, environmental and transportation issues. He served as General Motors (GM) vice president of environment and energy and chief environmental officer until his retirement in 2002, and in that position, was responsible for overseeing environmental and energy policies worldwide. During his 30-year career at GM, Minano remained at the forefront of public policy debates affecting the transportation and energy industries. Denny joined the company in 1971 as an attorney involved in marketing, product liability, energy and environmental law.

He was appointed practice area manager of the environmental and energy legal group in 1990, representing the company's interests on major national policy issues. During 1995-1996, he also served as vice president for GM Communications, helping to integrate communication with business strategy. Minano was instrumental in establishing GM's environmental vision. Under his leadership, GM published its first Environmental Report in 1994, demonstrating a corporate commitment to public accountability. During his tenure, GM's progress in advanced vehicle technology, creation of unique partnerships with organizations like The Nature Conservancy, and improved environmental and energy performance for GM facilities received wide recognition.

Minano currently chairs an energy and transportation group charged with formulating recommendations for future U.S. policy. He is also a member of the Keystone Center Board of Trustees and is Co-Chair of the Board's Science and Public Policy Committee. He is a member of the Board of Trustees of The Nature Conservancy of Michigan, the Board of Trustees of the University of Detroit Mercy, and the Board of Trustees of the Sonoran Institute. He holds a law degree from the University of Detroit Law School where he was adjunct professor of environmental law, and is a graduate of the University of Dayton (Ohio).

Representative AHC Group consulting assignments include Masco, LP and benchmarking workshops where he has managed more than 100 companies for ARCADIS.
Robert Comer has a diverse legal and scientific background focused on achieving business and government solutions to environmental and natural resource challenges facing industry. Bob has served in senior leadership positions and is well known for his ability to achieve positive outcomes. For example, Bob has served in the senior executive service at the Department of the Interior and as associate general counsel for a Fortune 500 mining, mineral processing and specialty metals company, responsible for most western operating facilities and many closed properties.

In these roles, Bob has counseled industry and government executives and litigated a wide array of issues crucial to industry, including natural gas, energy, mineral, public land, endangered species, water and other environmental and land use matters.

**Professional Recognition**
- Distinguished Natural Resource Practitioner-in-Residence, University of Denver, Sturm School of Law (2009)
- EPA, Environmental Achievement Award (2000)
- Thorne Ecological Institute, Environmental Achievement Award (1985)

**Education**
- University of Colorado Law School, J.D. (1987)
- Yale University, M.F.S. (1980)


**Natural Gas Development: Mitigating Community Outrage**

**Robert Comer & Doug Hock**

Introduced by: Dave Harvey, The Greenbrier Companies

Doug Hock is director of public and community relations for Encana Oil & Gas (USA) Inc. He has worked in public relations for 25 years, the majority of it in the oil/gas and mining sectors.

He is a past president of the Colorado Chapter of the Public Relations Society of America (PRSA). Mr. Hock serves on the board of Florence Crittenton Services, a Denver-based non-profit that helps teen parents raise healthy families and on the board of the American Lung Association—Colorado.

He currently chairs the Resource Allocation Committee for Denver’s Road Home, the city’s ten-year plan to end homelessness.

Mr. Hock holds a bachelor’s degree in news/editorial journalism from Drake University.
C. Paul Miller is the power project development, segment leader for the Global Development & Strategic Initiatives. GDSI is a small team of highly skilled power project developers located around the world empowered by the company to operate outside customary business parameters in order to establish and advance company and customer strategic initiatives. GDSI takes greenfield power project development risk for GE Energy businesses strategic projects globally with a customer or another developer as a partner.

Miller manages large cross functional teams of internal and external resources, including finance, legal, tax, engineering, sales, risk, EHS, etc in support of project development.

**Education:**
COMMERCIAL BANKING TRAINING PROGRAM: 1987 to 1989
Two year Harris Bank training program developed and taught by the bank and Northwestern University’s Kellogg Graduate School of Management. MBA curriculum with a focus on cash flow and asset based lending, sources of repayment, credit analysis, and banking system fundamentals.
BA HISTORY: Colorado College, Colorado Springs, 1980
GE MANAGEMENT DEVELOPMENT COURSE: 2005
GE MASTER BLACK BELT TRAINING
Key Business Issues Arising from the Challenges of Water

David Hampton

Introduced by: Jonathan Ellermann, AHC Group

David Hampton is a leading expert on carbon and climate change. He has deep experience in the strategic, economic and commercial aspects of mitigating carbon emissions and of adapting to the consequences of climate change having led a wide range of carbon strategy projects, not only with major companies in the oil & gas, electricity, consumer goods and financial services industries, but also with technology start-ups and public bodies.

David has more than 20 years international experience as a strategy consultant providing advice and support to top management for complex decision-making. He has worked with, and advised, companies in over 20 countries, particularly in Europe and the Americas. He also has experience in a wide range of industries, including energy (oil & gas, coal, nuclear), mining and other basic industries, as well as pharmaceuticals, consumer goods and telecoms.

Over his career, David has developed expertise and provided thought-leadership in corporate and business unit strategy; scenario planning; the strategic and commercial impact of new technologies; resource allocation and business planning processes; mergers & acquisitions and shareholder value management, as well as the financial and organizational consequences of major strategic change.

Prior to establishing Irbaris, David created and led the Carbon and Climate Change Practice for LECG (a US-listed expert services firm) by bringing the climate and energy practice of Cairneagle Associates into the business. Cairneagle was a boutique strategy consulting and investment firm that David founded in 2001. David has also previously worked for LEK Consulting, Marakon Associates and Roland Berger & Partner.

Workshop 4: Delivering on the Bottom Line
1:00PM – 5:00 PM, Arches Room
Chair: Steve Willis, AHC Group Senior Associate

1:00 – 1:15 am
Welcome from Workshop Chair

1:15 – 2pm
Cool Corporate Citizen: Business Stepping Up to Save the Planet
David Gershon, Empowerment Institute

2 – 2:45 pm
Smart Grid: Pathways to Environmental Improvement
Kevin Jones, Institute for Energy & the Environment at Vermont Law School

15 minute break

3:00 – 3:45
Steve Willis, AHC Group
Janet Valades, Hess
Steve is the former Global Director of Whirlpool Corporation's environment, health, and safety management system, having retired after 33 years of service, including over 22 years as the senior EHS professional for the Corporation. During Steve's EHS leadership at Whirlpool, he led the transition from a reactive U.S. environmental management system to a global, integrated EHS governance process viewed by several international consultants and acquired businesses to be more robust and effective than the ISO 14000 standards.

Prior to Whirlpool, Steve had seven years of experience working for NASA both as an undergraduate student and then as aerospace scientist. His primary responsibility involved research and development of regenerative life support systems for long duration manned space flights at NASA's Langley Research Center in Virginia.

Steve graduated with honors from Virginia Tech University with a B.S. in Engineering Mechanics, and from Vanderbilt University with an M.S. in Environmental and Water Resources Engineering and the recipient of a Whirlpool Fellowship in Environmental Studies. He chaired the Environmental Council consisting of over 50 member companies for the Manufacturers Alliance in the mid-1990s. He also chaired Annual Campaign and then the Board of the United Way of Sandusky County, Ohio, in the early 1980s.

Representative AHC Group consulting assignments include ConAgra, ARCADIS and CH2MHILL.
Cool Corporate Citizen: Business Stepping Up to Save the Planet
David Gershon

Introduced by Gary Yezbick, Masco

David Gershon, founder and president of the Empowerment Institute, is one of the world’s foremost authorities on behavior-change and large-system transformation, and applies this expertise to issues requiring community, organizational, and societal change. His clients include cities, governments, large organizations, and social entrepreneurs. He has addressed a diversity of issues, ranging from environmentally sustainable lifestyles, livable neighborhoods, and disaster-resilient communities to organizational talent development and cultural transformation. Over the past thirty years the empowerment programs he has designed have won many awards.

David used this proficiency to conceive and organize, in partnership with the United Nations Children’s Fund and ABC Television, one of the planet’s first major global consciousness-raising initiatives, the First Earth Run.

Gershon is the author of ten other books, including Low Carbon Diet: A 30 Day Program to Lose 5,000 Pounds, winner of the 2007 “Most Likely to Save the Planet” Independent Publisher Book Award; and, with his wife, Gail Straub, the best-selling Empowerment: The Art of Creating Your Life As You Want It.

He co-directs the Empowerment Institute Certification Program—a school for transformative social change. He has lectured at Harvard, MIT, and Duke and served as an advisor to the Clinton White House and the United Nations on empowerment and sustainability issues.
Smart Grid: Pathways to Environmental Improvement

Kevin Jones

Introduced by: Bruce Piasecki, AHC Group

Seeking solutions to the energy and environmental policy challenges facing the electric power industry has been the focus of Kevin Jones’ career. Dr. Jones has been at the center of the transformation of the electric power industry in the Northeast as the Director of Power Market Policy for the Long Island Power Authority (LIPA) and as the former Director of Energy Policy for the City of New York.

Kevin Jones
Smart Grid Project Leader

LIPA is one of the largest municipal utilities in the country and is a leader in energy conservation and alternative energy technologies. While at LIPA, Kevin collaborated on energy policy with both the Large Public Power Council and the New York Transmission Owners. He has also consulted on energy issues as an Associate Director with Navigant Consulting and Resource Management International.

Kevin received a Ph.D. from Rensselaer Polytechnic Institute's Lally School of Management and Technology, a Masters from the LBJ School of Public Affairs, University of Texas at Austin and a BS from the University of Vermont. While at RPI, Kevin taught Managing Energy Issues in the Environmental Management and Policy Program. His doctoral research compared the market-based approach to regulating Acid Rain in the U.S. to the command and control approach of the European Union.
The use of italics signifies a Corporate Affiliate who has joined our group in 2011.

The Saratoga Springs, New York staff of the AHC Group manages the Corporate Affiliate Program, with research support from our national network of Senior Associates. It is the union of these two organizations that provides staff support and administers the Affiliate Program.

The Corporate Affiliate Program, now in its twenty first year, is a registered S Corporation in New York State under the brand name AHC Group. Please visit our website for membership benefits. Founded in 1981 by Bruce Piasecki, the AHC Group has served a range of multinational clients, including Toyota, PPL, Constellation Energy Group, Con Edison, Exxon, Celanese Americas Corp., USEPA, Governors and select NGO’s such as the CEO’s of the World Resources Institute.
The Surprising Solution

Now available as an ebook from the following retailers:

Sourcebooks
http://www.sourcebooks.com/store/surprising-solution.html

Amazon
www.amazon.com

Recent media attention for Bruce Piasecki’s work:

David Gibbon’s Radio Interviews on “In Discussion”
An archive of interviews with Bruce Piasecki beginning February 2010, following the release of The Surprising Solution:
http://www.davidgibbons.org/id84.html

Business Book Review summary
Business Book Review is distributed to more than 700,000 executives
http://www.businessbookreview.com/books/Business_Strategy/The_Surprising_Solution_Bruce_Piasecki.html?pmvars=1~0~bruce+piasecki~1

Triple Pundit review