Brown AND
Caldwell

The Environment is our business

Brown AND Caldwell®

all environmental

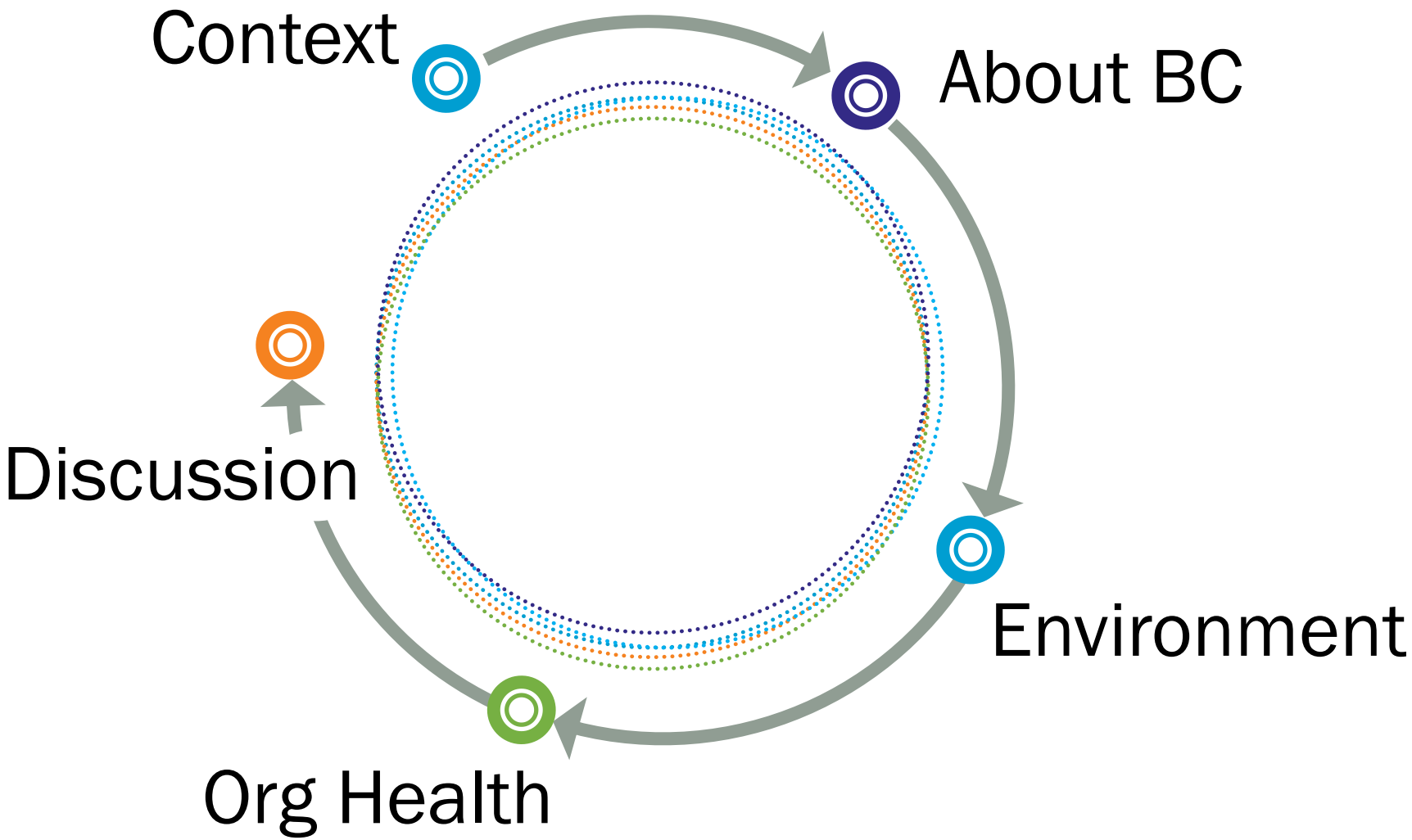
Engineers

Scientists

Consultants

Constructors

Brown AND Caldwell


Context
About BC
Environment
Org Health
Discussion

Context… somewhat atypical

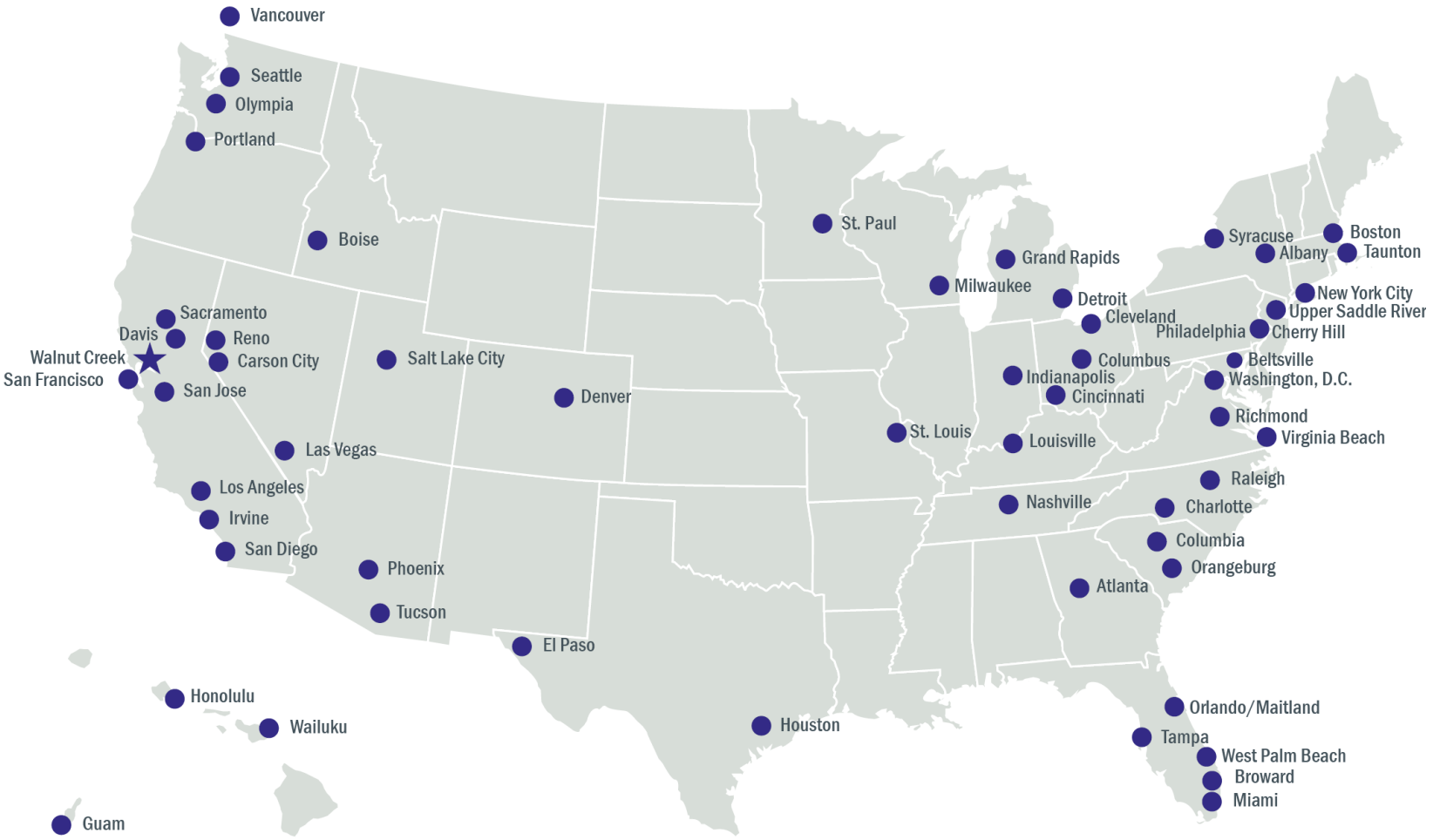
42 years with same firm

CEO for 23 years

Work hard to stay private

About BC

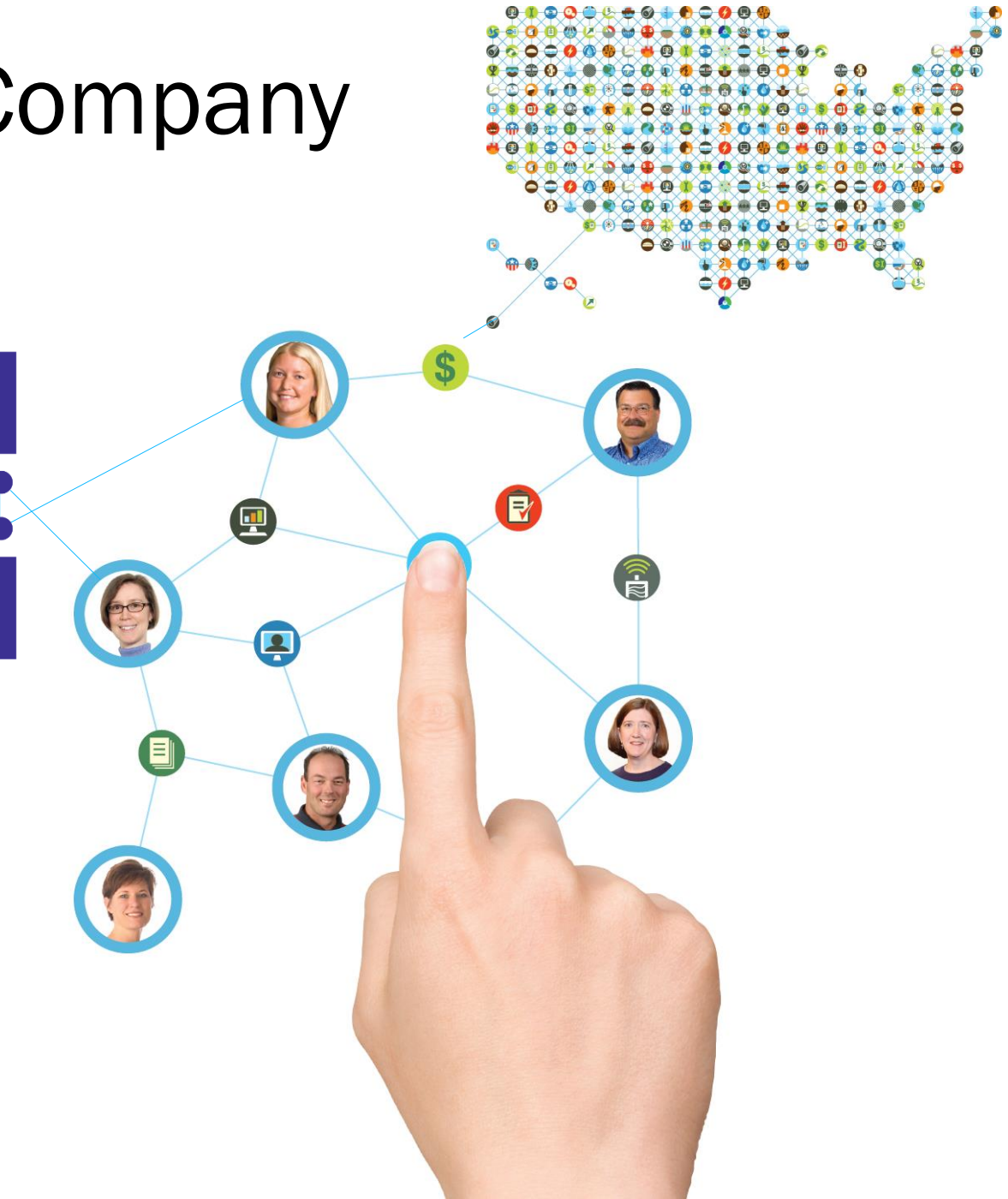
Since 1947 | $550M sales | $400 M revenue | low margins | 1700 BCers



employee owned

One Virtual Company

Brown AND Caldwell

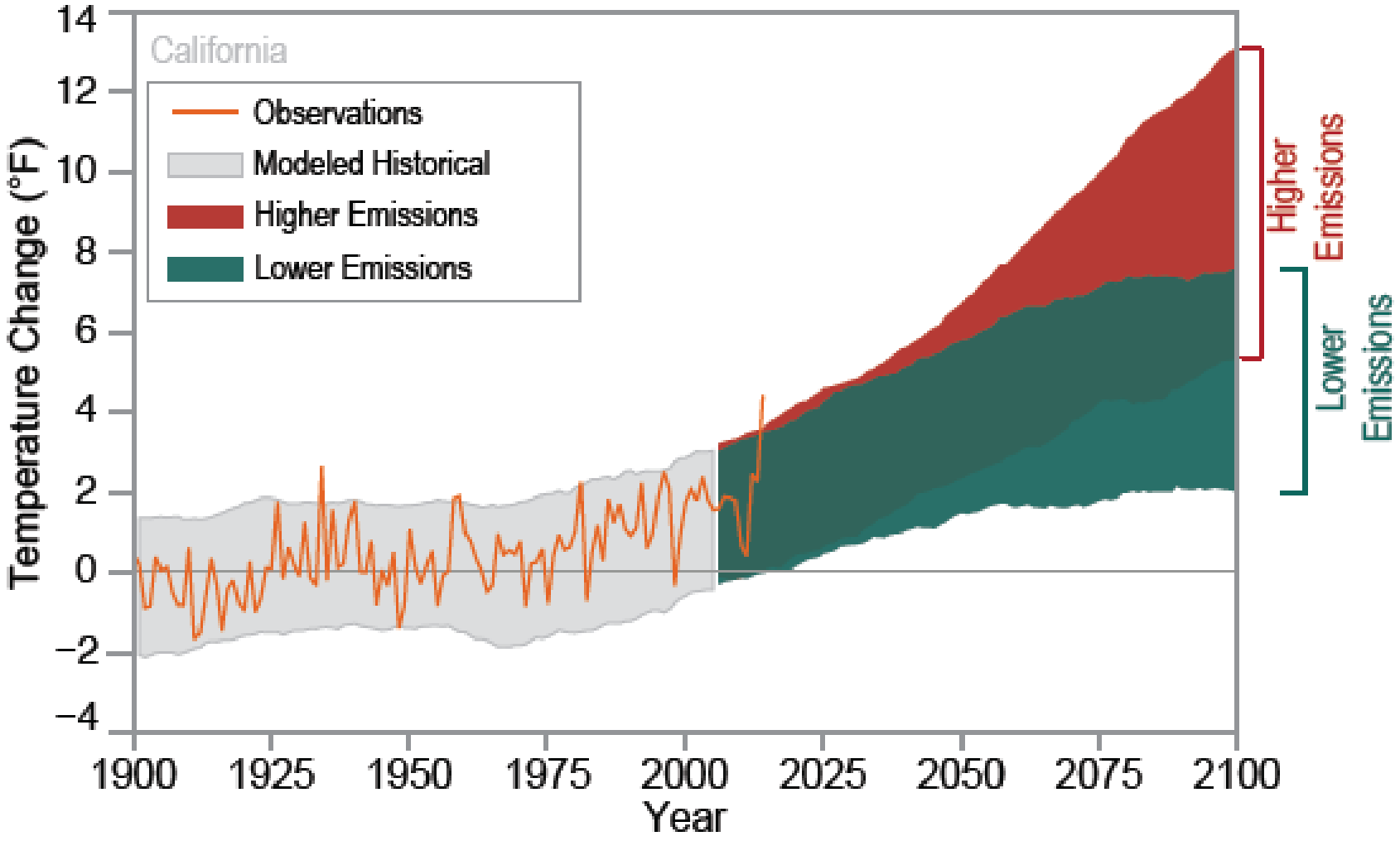


Leadership Transition

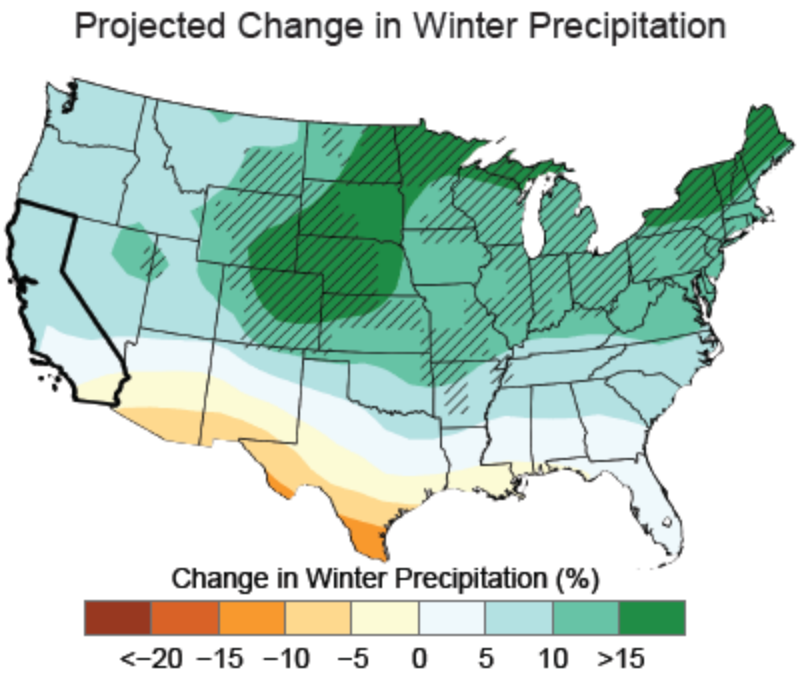
Next-gen leadership in place | New CEO named after 5-year succession plan

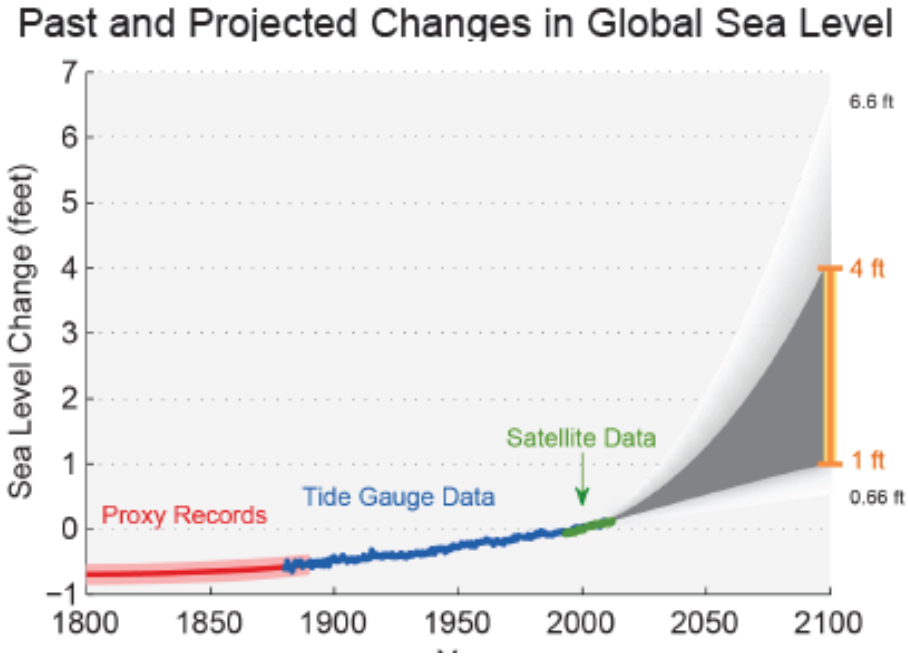
Steve Dills | Cindy Paulson | Jay Patil | Rich D'Amato | Bob Chapman | Rob Goodson | Jay Patil | Amy Fairbank

Environment ⇨ Climate Change



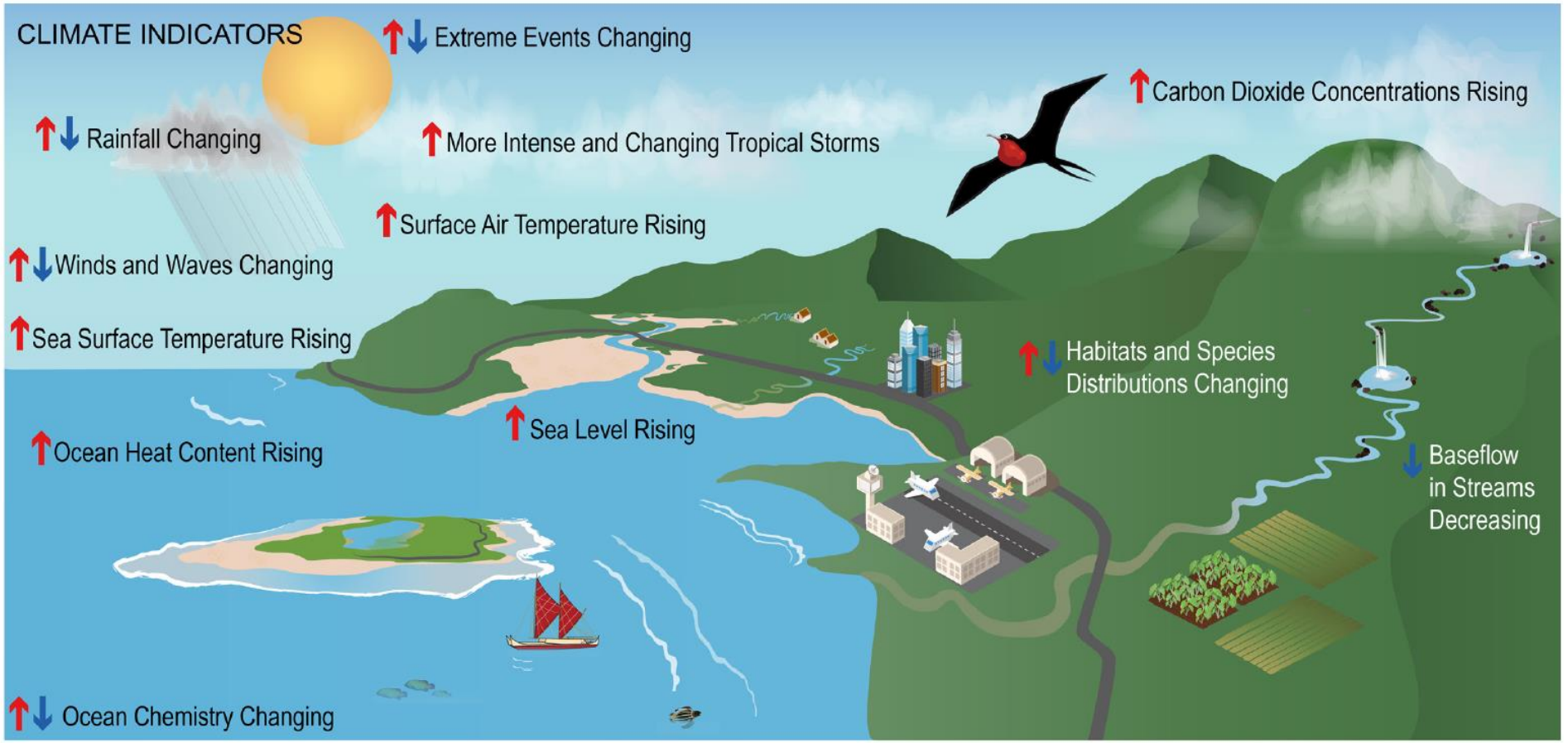
Environment ⇨ Climate Change



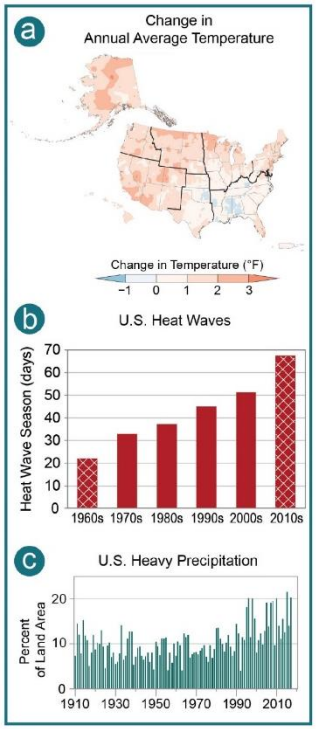


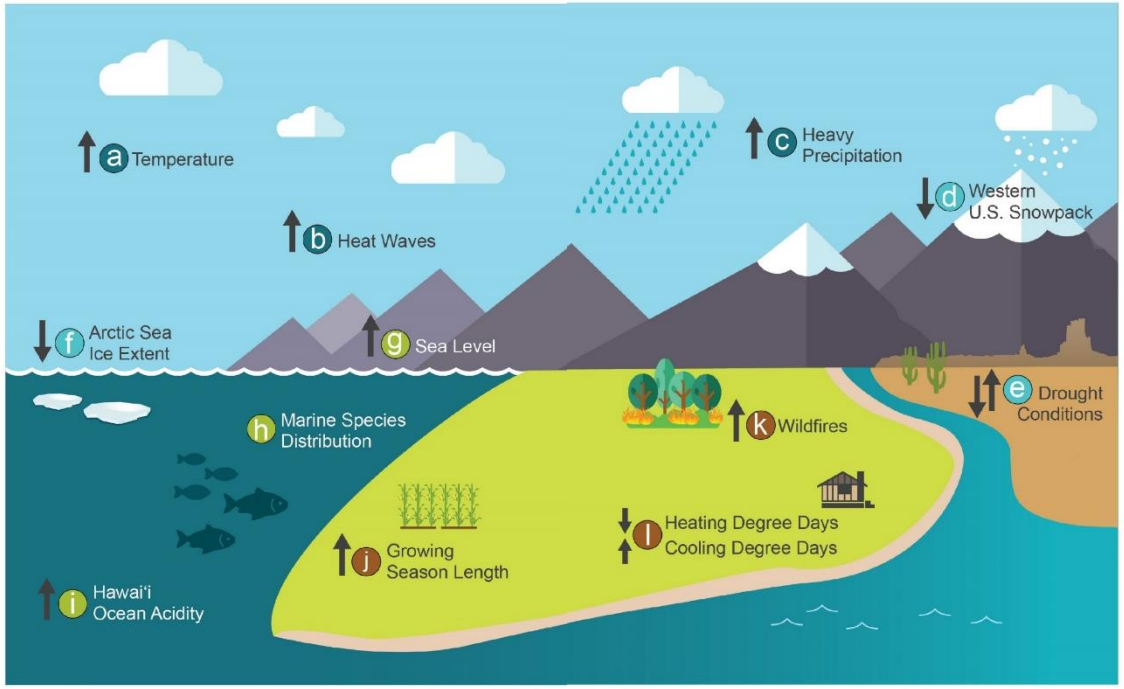
U.S. Global Change
Research Program
Fourth National
Climate Assessment

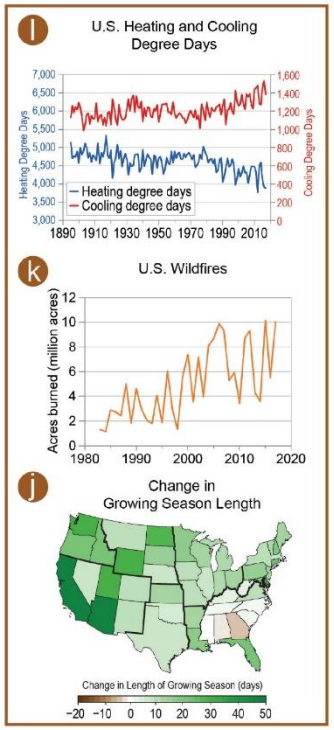
Climate Indicators and Impacts

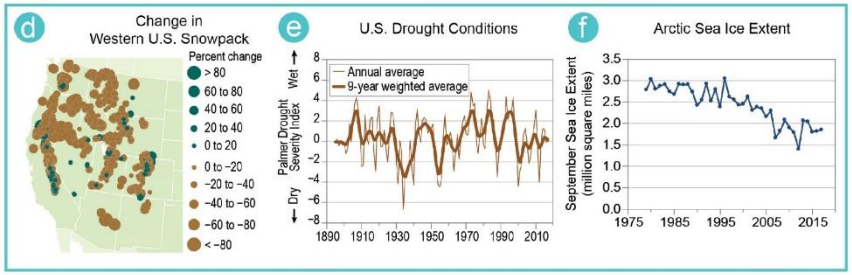


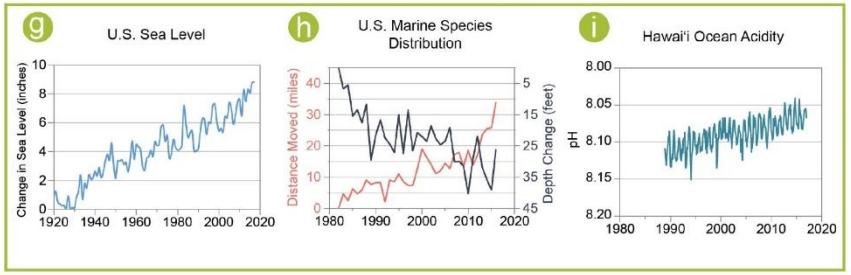
Climate Change Indicators











WORLD ECONOMIC FORUM

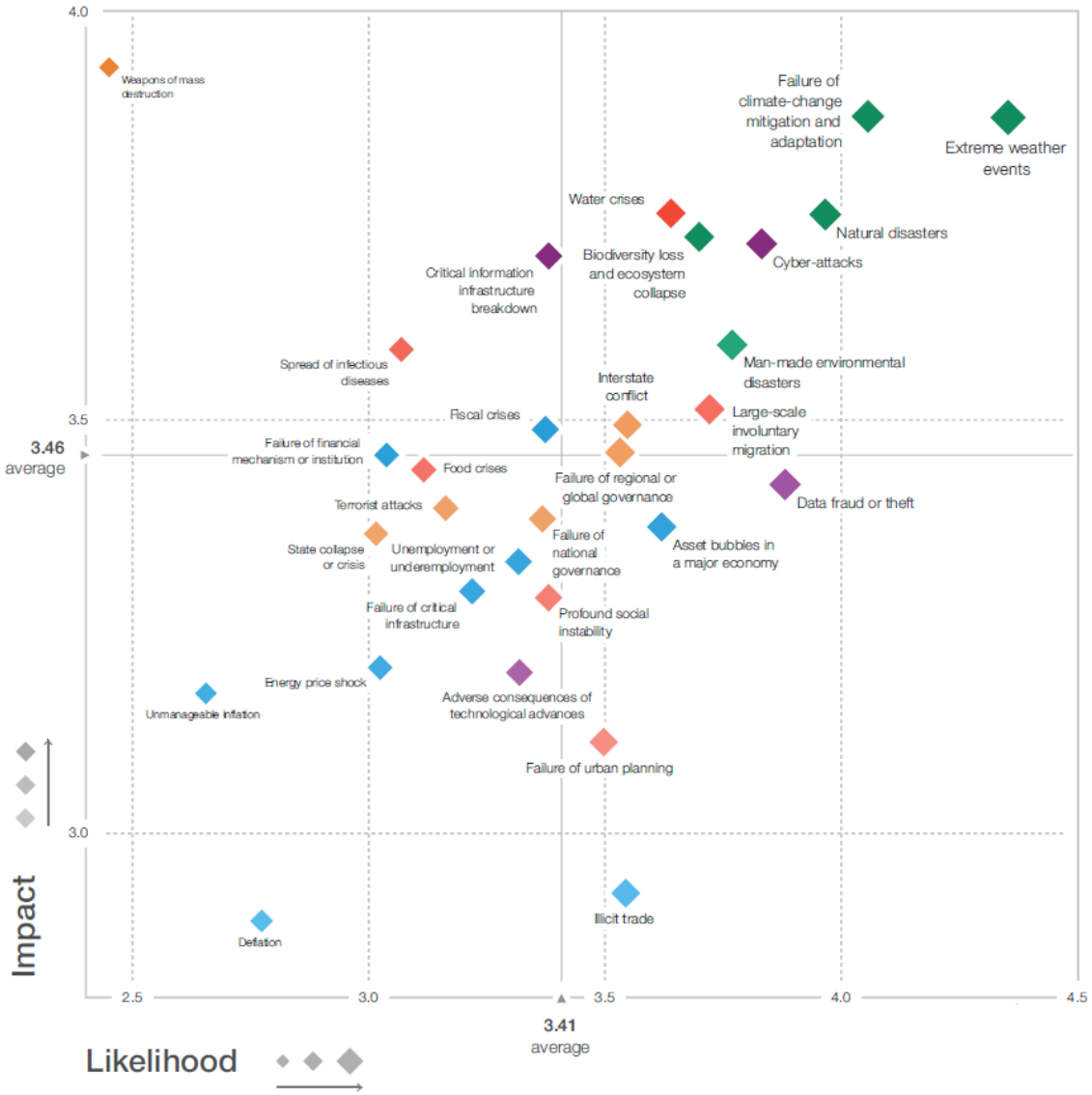
COMMITTED TO IMPROVING THE STATE OF THE WORLD

Insight Report

The Global Risks Report 2019

14th Edition

In partnership with Marsh & McLennan Companies and Zurich Insurance Group


4.0
3.5
3.0
3.46
average
Impact
Likelihood
2.5
3.0
3.5
4.0
4.5
3.41
average
Weapons of mass destruction
Failure of climate-change mitigation and adaptation
Extreme weather events
Water crises
Natural disasters
Biodiversity loss and ecosystem collapse
Cyber-attacks
Critical information infrastructure breakdown
Spread of infectious diseases
Man-made environmental disasters
Interstate conflict
Fiscal crises
Large-scale involuntary migration
Failure of financial mechanism or institution
Food crises
Failure of regional or global governance
Data fraud or theft
Terrorist attacks
Failure of national governance
State collapse or crisis
Unemployment or underemployment
Asset bubbles in a major economy
Failure of critical infrastructure
Profound social instability
Energy price shock
Adverse consequences of technological advances
Unmanageable inflation
Failure of urban planning
Illicit trade
Deflation

UNITED STATES
CLIMATE ALLIANCE

2018-2019

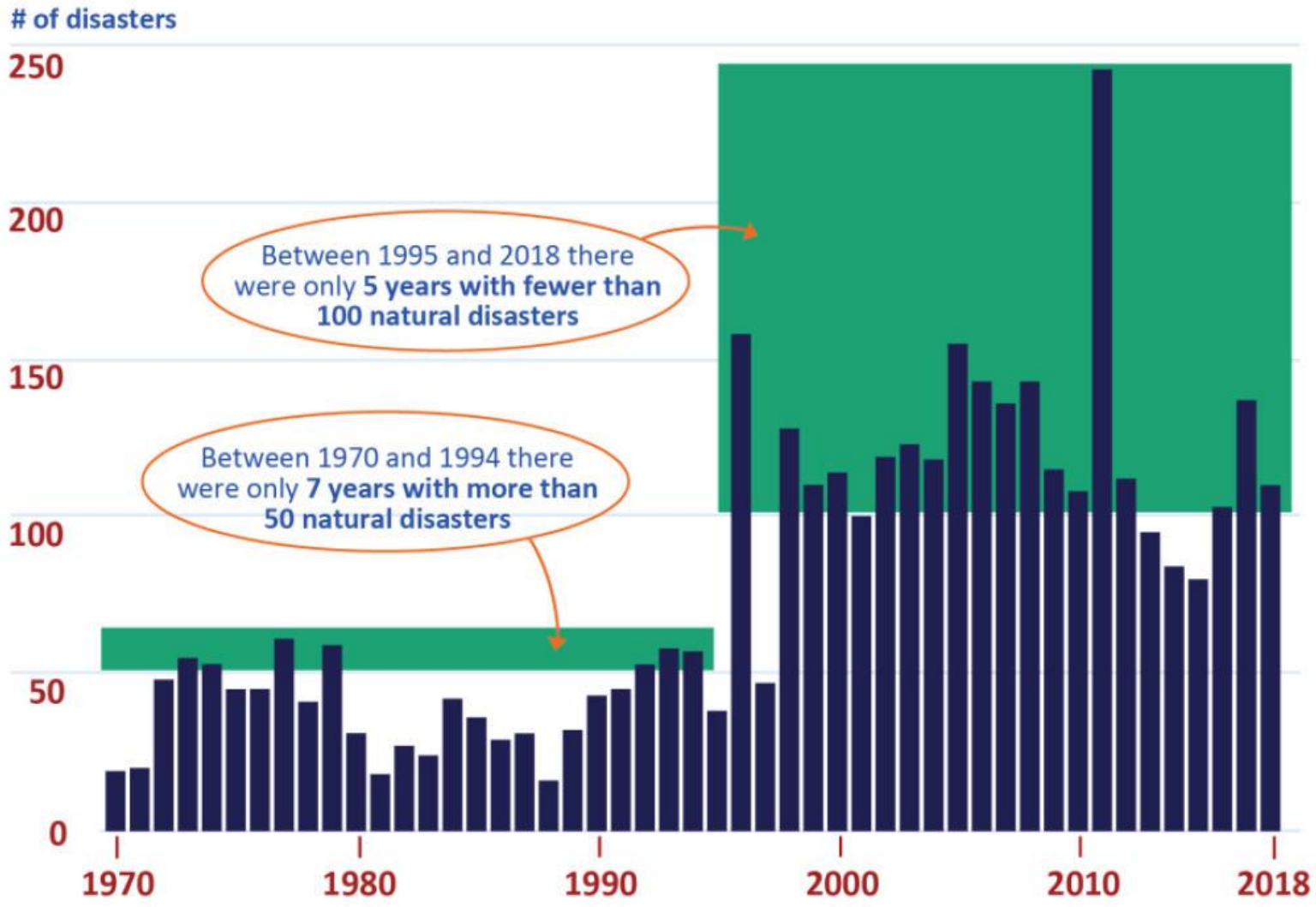
New Governors' Resilience Playbook

THE GROWING THREAT OF URBAN FLOODING: A NATIONAL CHALLENGE

2018

Natural Disaster have tripled Since the 1970's

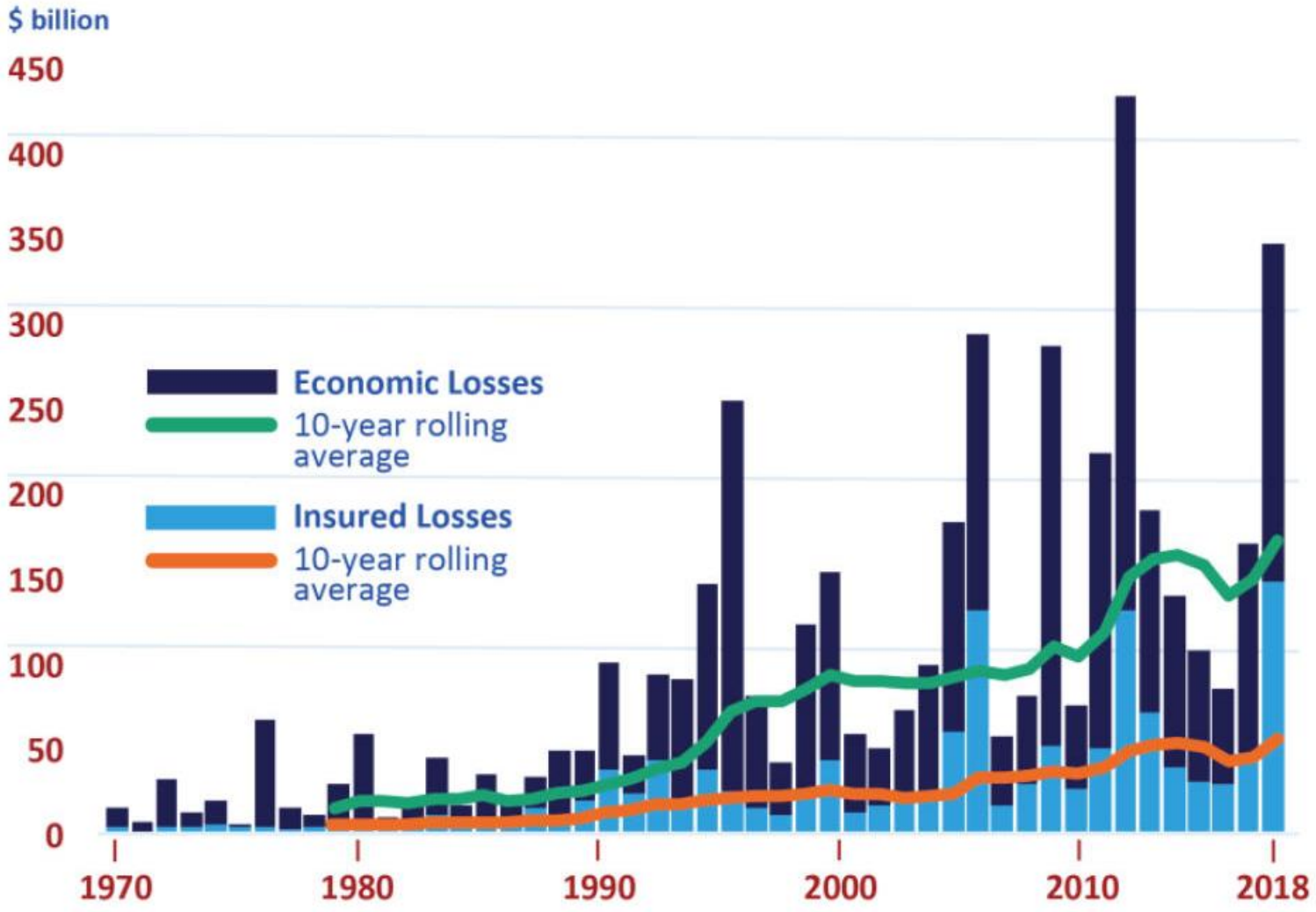
FEMA Disaster Declarations: 1970-2018 (ytd)



Source: Swiss Re, 2018

The Growing Burden of Uninsured Losses

Natural Catastrophe Losses 1970-2017 (in 2017 USD billion)



Source: Swiss Re, 2018

Climate-Resilient Infrastructure

ADAPTIVE DESIGN AND RISK MANAGEMENT

Committee on Adaptation to a Changing Climate

Edited by

Bilal M. Ayyub, Ph.D., P.E.

ASCE

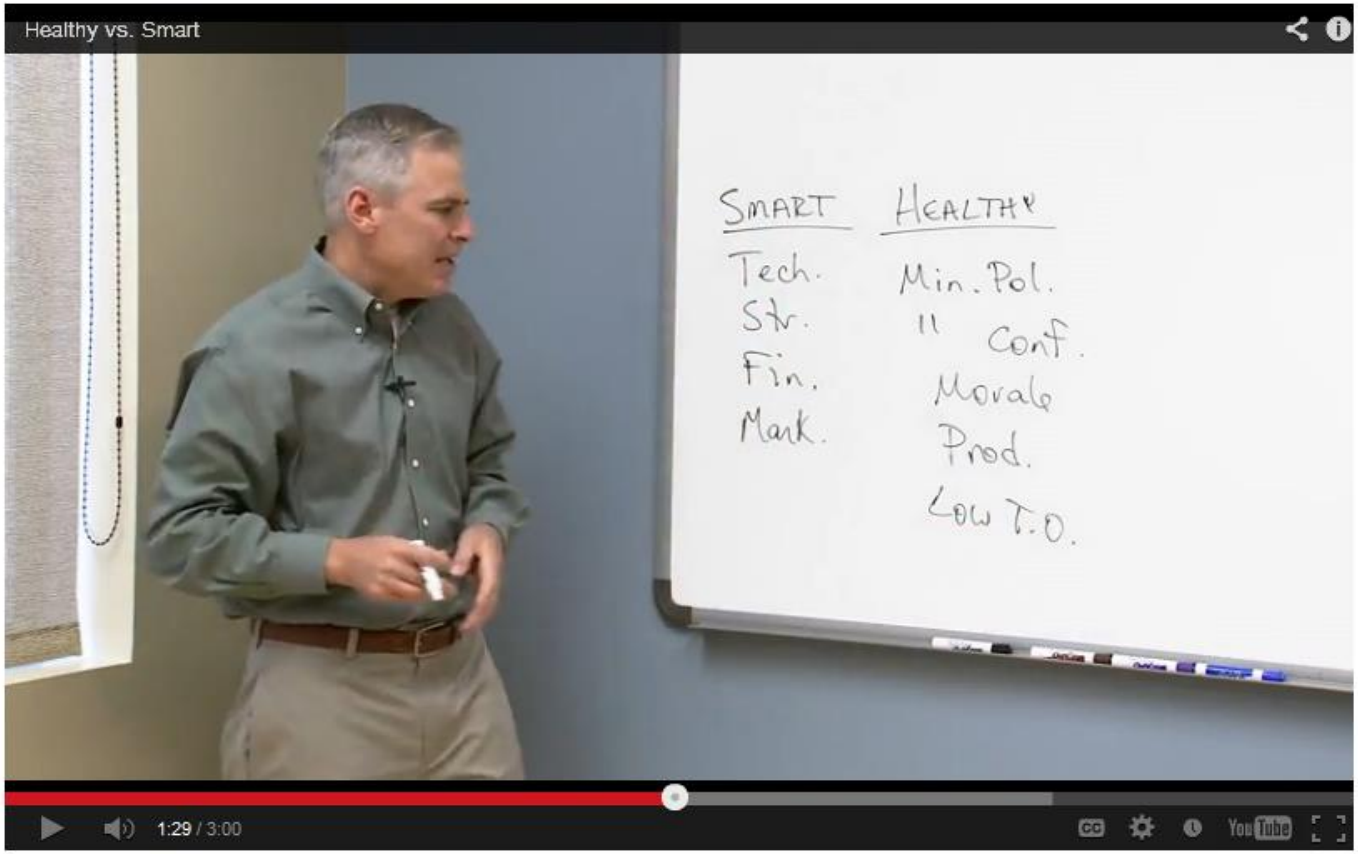
Strategy

The Company of Choice
Trusted Partner
Solutions that Resonate
Teams that Deliver
Healthy Organization
1 Remain Private Employee Owned
2 Be the Best Virtual Company
3 Operate a Profitable Business

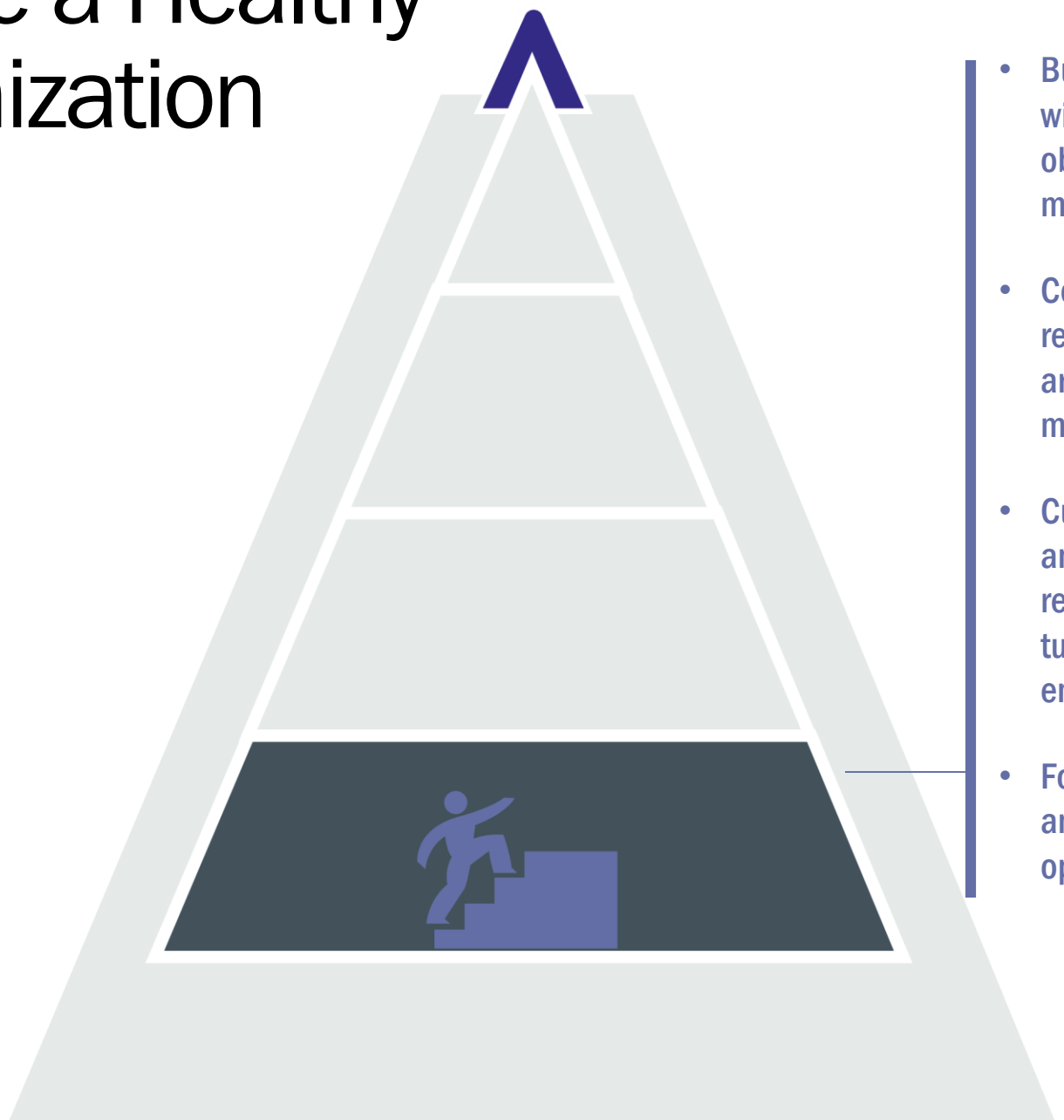
The Advantage

Organizational Health

Healthy vs. Smart Video



Create a Healthy Organization



- Build cohesive teams with common objectives and minimal politics
- Communicate and reinforce clarity around what is really most important
- Cultivate high morale and productivity resulting in low turnover among good employees
- Focus on efficient and competitive operations

Your Score: 3.40
Your Score: 4.50
1.
Build a Cohesive Leadership Team
2.
Create Clarity
ORGANIZATIONAL HEALTH
4.
Reinforce Clarity
3.
Over-Communicate Clarity
Your Score: 3.25
Your Score: 2.75

Brown and Caldwell: Organizational Health Survey Results
3rd Annual Survey - July 2017

Brown AND Caldwell essential ingredients℠

newmeasures

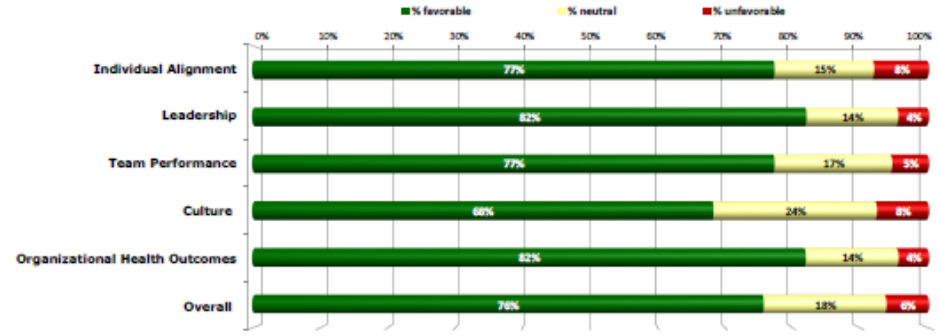
Participation = 88%

*Due to rounding, bar charts may not equal 100%.

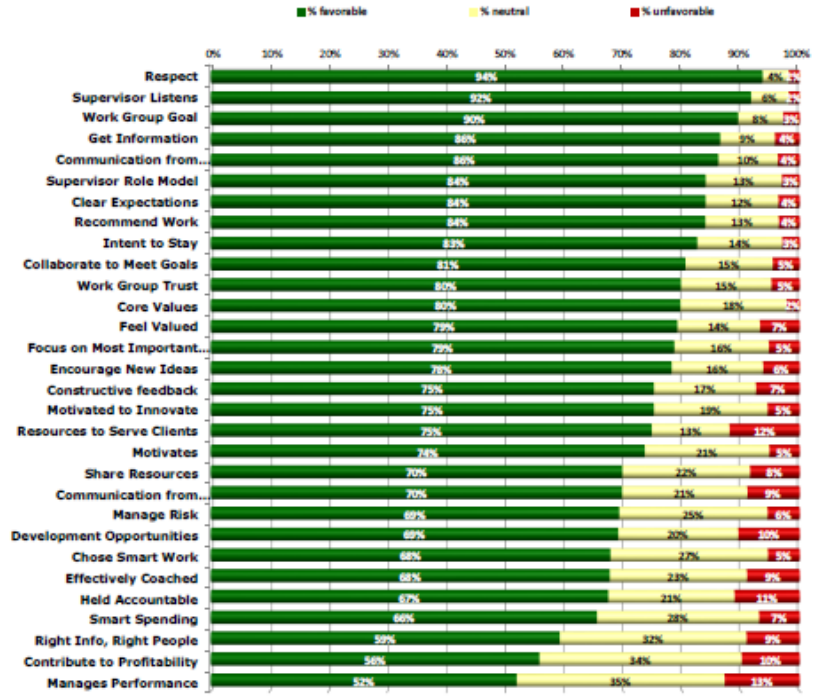
% Favorable by Accelerator

	Aug 2015 All BC	Aug 2016 All BC	Jul 2017 All BC
# of surveys =	*1,234*	*1,207*	*1,352*
		%fav	%fav
Individual Alignment	**77%**	**78%**	**77%**
Get Information - I have enough information to effectively do my job.	86%	88%	86%
Resources to Serve Clients - I have the resources and support I need to deliver standout results to my clients (to internal or external clients).	74%	75%	75%
Focus on Most Important Work - Most of the time, I am able to focus on the work that is most important to accomplishing achieving our strategic goals.	78%	81%	79%
Development Opportunities - I have opportunities for training and development.	68%	68%	69%
Leadership	**79%**	**81%**	**82%**
Clear Expectations - I know what is expected of me in my role.	84%	85%	84%
Respect - My supervisor treats me with respect.	93%	94%	94%
Constructive feedback - My supervisor regularly provides me with constructive feedback to improve my job performance.	71%	72%	75%
Effectively Coached - I am effectively coached and developed by my supervisor.	63%	64%	68%
Supervisor Listens - My supervisor listens to my ideas and concerns.	88%	90%	92%
Communication from Supervisor - My supervisor openly shares information with me.	84%	85%	86%
Motivates - My supervisor creates a motivating and inspiring workplace.	69%	73%	74%
Supervisor Role Model - My supervisor models the BC Experience.	78%	82%	84%
Team Performance	**77%**	**77%**	**77%**
Work Group Goal - Within my team, we work together to achieve a common goal.	90%	89%	90%
Work Group Trust - I trust the members of my team to complete their work on time and to quality standards.	81%	81%	80%
Collaborate to Meet Goals - People in our company collaborate across the organization to meet our goals.	80%	79%	81%
Right Info, Right People - People share the right information with the right people across the company.	58%	58%	59%
Culture	**64%**	**68%**	**68%**
Communication from Leadership - Senior leadership communicates the vision and strategic priorities of Brown and Caldwell.	65%	68%	70%
Smart Spending - Employees are smart about how they use time, money and resources.	64%	67%	66%
Manage Risk - We effectively manage risk.	64%	71%	69%
Chose Smart Work - We make smart choices about the work we take on to drive our strategic growth.	63%	68%	68%
Contribute to Profitability - Employees regularly consider how the work they do contributes to the profitability of the company.	49%	56%	56%
Held Accountable - Employees at Brown and Caldwell are held accountable for their work.	70%	67%	67%
Manages Performance - Supervisors at Brown and Caldwell directly address poor performance.	49%	51%	52%
Core Values - The BC experience is demonstrated in our day-to-day work.	74%	79%	80%
Encourage New Ideas - I feel encouraged to come up with new and better ways of doing things.	72%	77%	78%
Share Resources - We effectively share resources across the company.	67%	72%	70%
Motivated to Innovate - BC has an environment in which employees are motivated to develop innovative solutions (internally and externally).	N/A	74%	75%
Organizational Health Outcomes	**77%**	**81%**	**82%**
Feel Valued - I feel valued as an employee at Brown and Caldwell.	70%	77%	79%
Recommend Work - I would recommend Brown and Caldwell to a friend as a good place to work.	78%	83%	84%
Intent to Stay - I plan to stay with Brown and Caldwell for at least the next 12 months.	83%	84%	83%
Overall	**73%**	**75%**	**76%**
			Goal is 83%

Accelerator Scores



% Favorable Sorted by Highest Score



Organizational Health Drivers

Survey items were ranked to determine which items have the biggest impact on the outcomes of organizational health. Focus improvement efforts on top-ranked items to see the biggest improvement in organizational health.

	Survey Item	Rank	Accelerator
*	Encourage New Ideas	1	Culture
*	Motivated to Innovate	2	Culture
	Core Values	3	Culture
	Communication from Leadership	4	Culture
	Chose Smart Work	5	Culture
	Motivates	6	Leadership
	Clear Expectations	7	Leadership
	Supervisor Role Model	8	Leadership
	Resources to Serve Clients	9	Individual Alignment
	Right Info, Right People	10	Team Performance
	Development Opportunities	11	Individual Alignment
	Effectively Coached	12	Leadership
	Work Group Goal	13	Team Performance
	Focus on Most Important Work	14	Individual Alignment
	Manage Risk	15	Culture
	Collaborate to Meet Goals	16	Team Performance
	Respect	17	Leadership
	Smart Spending	18	Culture
	Communication from Supervisor	19	Leadership
	Supervisor Listens	20	Leadership
	Held Accountable	21	Culture
	Constructive feedback	22	Leadership
	Contribute to Profitability	23	Culture
	Share Resources	24	Culture
	Manages Performance	25	Culture
	Get Information	26	Individual Alignment
	Work Group Trust	27	Team Performance

*Previous Round Drivers

BC GREEN

Feedback

We've made giving project, team, peer and cross functional feedback easy.

Clear Review allows employees to give or request real-time feedback from anyone in the company at any time

WorkSmart

My Home
Craig Goehring
CEO
Home CoP: Water

My Hot List | Change

SID or Project # GO

Advanced Search

- My Home
- CoP Directory
- BC Keywords Library
- Company Store
- PDSpecs
- Reports
- Workflow Notifications
- Role Definitions
  - PM Eval Guidance
  - Engaged Team Survey
- Workload Projections
- Tech Systems
- Training
- Manage My Settings
- Release Notes
- Pipeline

Suggestion Box | Report Error | Legal

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Feeds | Profiles | Home CoP | Search | Training

My Feed

(1 - 25) NEXT

Christopher Hill | 8 minutes ago | Comments: 0
Water Research Foundation update
Drinking Water
Invite | Ignore | Like

Erik Zalkin | 42 minutes ago | Comments: 0
Chemstream Aero-Troff pre-fab aeration
ProcMech Group
Invite | Ignore | Like

William Eleazer | 19 hours ago | Comments: 1
Photos of flat covers on large circular clarifiers
ProcMech Group
Invite | Ignore | Like

Austin Cooley | 20 hours ago | Comments: 3
Unsaturated Zone Monitoring per 40 CFR 264.280
Compliance and Permitting
Invite | Ignore | Like

Kellie Goddard | 23 hours ago | Comments: 1
Looking for BC slides - very quick turn around!
Sales Services
Invite | Ignore | Like

Chris Stanfill | 23 hours ago |
New Facility Permitting Explanation
Compliance and Permitting
Share | Like

Marnie Rand | 23 hours ago | Comments: 1
Regulatory Context Document
Compliance and Permitting
Invite | Ignore | Like

Sharon Limburg | 23 hours ago |
On-Call Water/Wastewater Treatment Facility Design Services, Eastern Municipal Water District
Proposals and Presentations
Share | Like

Filters

- Liked

Sources
- CoPs
- Clients
- Projects/Pursuits

Types
- Blogs
- Documents/Products

Submit

What's New!

- Ready to Roll (aired 12/13)
- New Features (aired 12/21)
- Objectives and Value
- CoP Framework and 2.0 App
- CoP Directory
- CoP Work Environment

Environmental Engineering for the 21st Century

Addressing Grand Challenges

Built to Last

Brown AND Caldwell