WE SEE THE WORLD THROUGH A SUSTAINABLE LENS

Leadership & Continuous Improvement
2013 | Corporate Sustainability Report
“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

— Attributed to John Quincy Adams
A Message From Our Leaders

Sustainability is a process that we embrace every waking moment, day after day, year after year. It changes with the times, and it’s something that we view as essential to our clients and stakeholders. In 2013, we entered a new chapter in our sustainability program by pledging to train 100 employees throughout a three-year period to earn the Envision™ Sustainability Professional (ENV SP) credential.

Sponsored by the Institute for Sustainable Infrastructure (ISI), the ENV SP program provides employees of private and public sector organizations with the training and skills to rate infrastructure projects using Envision. This industry-wide sustainability rating system applies metrics for all horizontal infrastructure types—an approach similar to its vertical facility counterpart, LEED®.

There are pictures of many of the employees who are either enrolled in the ENV SP program or have passed the exam throughout this report. They bring to the forefront the need for sustainability in all of our projects and the communities we serve, and our efforts to set and achieve sustainability goals. As you’ll see in our Impact section beginning on page 37, we embrace operational practices that conserve energy and natural resources, reduce waste, and improve the health and welfare of employees. By the end of 2013, we had already surpassed our 2014 water and energy usage reduction goals.

Corporate responsibility is a key part of our company spirit. Our emphasis on caring, environmental stewardship, and innovation will continue day after day, year after year. Thank you for being a part of this journey with us.

William M. Stout, P.E.
Chairman and CEO

Foreword From The President

What will it take for the engineering industry to meet society’s ever-changing challenges? One thing we know is that more will be expected of us. We must constantly push boundaries with creativity and visionary thinking to make an impact for our clients, create new opportunities, and provide cost reductions.

This report celebrates several ways we are doing more by providing innovative solutions that intersect diverse technical, societal, and environmental considerations. We bring these solutions to life through our projects, people, community service, and sustainability performance indicators. All of these examples serve as evidence that we are determined to promote sustainable lifestyles, minimize our carbon footprint, reduce landfill waste, and establish a safe and diverse workforce.

• Our corporate safety program was injected with new vigor through a campaign and other safety highlights start on page 83.
• Gannett Fleming’s outreach programs encompass not only the engineering community, but the global community as well. Our community involvement highlights start on page 83.

As much as we’ve accomplished, there is always more to do for our clients, our employees, and other stakeholders. As we embrace the road ahead, I’m confident that our ongoing collaboration with all of these parties will lead to even greater success. We’ll continue working together to be more creative, efficient, effective, innovative, and sustainable—making an impact on the engineering industry and the world around us.

Robert M. Scaer, P.E.
President and COO

CEO’s Welcome

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• Our corporate safety program was injected with new vigor through a campaign and other safety highlights begin on page 24.
• We are transparent about the sustainability goals we set and our progress made toward achieving them. Since meeting our 2012 sustainability goals, we have reduced water usage by more than 12 percent and reduced energy usage by more than 7 percent.
• We approach our clients’ challenges with a sustainable lens. Turn to the Projects section beginning on page 53 for examples of how we are delivering projects that are greener, cleaner, and offer a return on investment.

Robert M. Scaer, P.E.
President and COO
Our Report

This is Gannett Fleming’s fourth corporate sustainability report (CSR). It expands on our first report, published in 2010, which began our journey of documenting our sustainability goals, progress, and impacts. This transparent approach to our reporting is intended to serve as a platform for dialogue and collaboration and to drive continued and improved innovations throughout our company and with our clients.

You’ll see examples of how we worked to achieve a more sustainable future from January to December 2013 through activities, accomplishments, and community service, and by responding to our clients’ sustainability challenges with innovative solutions.

Sustainability Goals

We also report on the progress of our sustainability goals. Starting in 2009, we set goals for the three office buildings at our corporate headquarters in Harrisburg, Pa., tracked our progress, and reported the results in each subsequent CSR. Gannett Fleming owns these buildings, which enables us to measure and record our utility and solid waste information. We exceeded our first three-year sustainability goals in 2012 and have already surpassed the additional goals we sought to achieve by 2014. Also, for the first time, we established sustainability goals for our Valley Forge, Pa., regional office, where Gannett Fleming also owns the building. Read more about our goals and success in the Impact section starting on page 37.

Global Reporting Initiative

The organization and structure of our report follows the Global Reporting Initiative (GRI) framework. This structure is an internationally accepted standard for sustainability reporting. Although we use the GRI framework as a guide, this report does not fully comply with its standards. The issues and performance indicators in this report are those that we believe are most important to our stakeholders. We are still establishing the infrastructure to collect the needed metrics that would enable us to more fully adopt the GRI standards. This reflects another step in our sustainability journey, which must be steered, directed, updated, and continuously evaluated. We strive to make tomorrow better than today, every day.

For report guidelines, please navigate to the GRI Web site at www.globalreporting.org.
“Rather than providing all of the answers, sustainability leaders create opportunities for people to come together and generate their own answers.”

— Mary A. Ferdig
We are Gannett Fleming

Gannett Fleming has been in business nearly 100 years because we are, and always have been, in touch with the changing times. We balance managing the complex issues of today with preparing for the uncertainties of tomorrow.

We are committed. We are engaged. We are passionate. And we recognize that business is about people.

Our core values embody these intentions and demonstrate our commitment to investing in our employees, amazing our clients, and sustaining our communities. Here’s more about who we are.

Board of Directors

Members of either the Gannett Fleming, Inc. and/or Gannett Fleming Affiliates, Inc. Boards of Directors during 2013 were:

Chester L. Allen, P.E.
Clarence E. Asbury, CPA
John G. Diviney, P.E.
Salvatore D. Fazzolari, CPA, CISA
John R. Kenny, P.E., DBIA
Lynn E. Knepp, CPA
Gene C. Koontz, P.E.
John W. Kovacs, P.E., PMP, D.GE, F.ASCE
Paul D. Nowicki, P.E.
Robert M. Scaer, P.E.
William M. Stout, P.E.
David B. Thomas

In December 2013, John Kovacs, P.E., PMP, D.GE, F.ASCE and Esther McGinnis were elected to the Board of Directors of Gannett Fleming, Inc. Kovacs began his term on Dec. 11, and McGinnis’ appointment was effective on Jan. 3, 2014.

Kovacs is based in the firm’s Pittsburgh, Pa., office, and is a senior vice president and director of Gannett Fleming’s Midwest Region. He is responsible for oversight and strategic direction of nine offices. With more than 18 years of experience with Gannett Fleming, Kovacs also serves as the director of our firm’s Geotechnical Practice.

Based in the Philadelphia and Valley Forge offices, McGinnis is a senior vice president and director of the firm’s Eastern Pennsylvania Region. With more than 33 years of industry experience, including 18 with Gannett Fleming, McGinnis directs the planning, design, and management of highway, bridge, municipal, geotechnical, and environmental projects.

Together with our existing board members, their skills and talents will help lead Gannett Fleming into the future.
Recognition

Our leadership and commitment to innovation was recognized by our peers and industry organizations during 2013.

The PHX Sky Train® Stage 1 project was honored in the American Council of Engineering Companies (ACEC) of Arizona’s 33rd Annual Engineering Excellence Awards competition. The new automated people mover system was honored with the Judges Award, the competition’s highest honor, as well as the Clifford C. Sawyer Achievement Award.

Gannett Fleming and Kentucky American Water received a Grand Honor Award in the ACEC of Kentucky 2013 Engineering Excellence Awards program for design and construction of the Kentucky River Station II Water Treatment Plant. The project also received a National Recognition Award in the 2013 ACEC Engineering Excellence Awards program.

Roads & Bridges magazine selected Gannett Fleming’s I-79 Meadow Lands Interchange project as the #6 road on its 2013 Top 10 Roads list. The Meadow Lands Interchange, located in Washington County, Pa., was constructed nearly 50 years ago to serve movements to and from I-79 at S.R. 1009. To improve access and account for increased traffic in the area, the existing interchange was modified from a partial to a split diamond configuration. Also, the existing ramps were reconstructed to meet current design standards for acceleration and deceleration.

Engineering News-Record (ENR) Mid-Atlantic named the Milford Mill Academy in Windsor, Md., as the 2013 Best Project Award winner in the K-12 Education Category. Gannett Fleming provided design and construction support on the renovations and expansion. Additionally, our firm conducted a feasibility study and condition assessment to address current and future needs.

Gannett Fleming received the 2013 Employer Support Recognition Award from the Virginia Section of the American Water Works Association (VA AWWA). Jessica M. Hou, P.E., BCEE, a vice president and regional office manager based in the Hampton Roads, Va., office, accepted the award on behalf of Gannett Fleming. The award recognizes organizations that support their employees’ growth and development through continuing education and involvement in AWWA and Virginia Section activities and committees.
Diversity and Inclusion Statement
Gannett Fleming strives to hire, develop, and engage employees with diverse backgrounds, skills, knowledge, and perspectives. Our collaborative environment and learning culture help all employees reach their full potential. This practice results in a diverse workforce, fosters creativity, and provides our clients with a wide range of possibilities for solving problems and meeting market challenges.

Designed by Gannett Fleming and built by The Lane Construction Corporation, the Interstate 4 (I-4) Bridges Spanning Reedy Creek in Osceola County, Fla., was recognized as the Design-Build Project of the Year by the Design-Build Institute of America’s (DBIA) Florida Region. The project was recognized as part of the 2013 Design-Build Awards competition. The I-4 Bridges Spanning Reedy Creek project was undertaken by the Florida Department of Transportation (FDOT) District 5 as a result of inspections that revealed the twin bridges to be scour critical. The Lane Construction/Gannett Fleming design-build team provided the final design and built a supplemental substructure system for the bridges.

Today, the Morrisville office is led by Jim Griffin, P.E., CxA, EMP, LEED AP, vice president, who co-founded Griffin Engineering in 2003. The Morrisville-based team specializes in mechanical, electrical, and plumbing (MEP) design, current Good Manufacturing Practices (cGMP) commissioning and qualification; testing, adjusting, and balancing (TAB); building systems commissioning; energy analysis; thermography; and LEED consultation.

Expanding our Presence
Increasing our ability to deliver quality, innovative projects in diverse markets, Gannett Fleming acquired Morrisville, N.C.-based Griffin Engineering and Technical Services (Griffin Engineering) at the beginning of 2013.

Facing Page
I-4 Bridges Spanning Reedy Creek
Scan the QR code to watch a video highlighting the project’s challenges and solutions.
By the Numbers

Gannett Fleming has been a major contributor to American engineering history, while expanding across the globe. Throughout our history, we have executed projects in 65 countries.

Gannett Fleming holds leadership positions in many national and international organizations, including the following:

- U.S. Green Building Council
- Institute for Sustainable Infrastructure
- Alternative Fuels Renewable Energies Council
- American Water Works Association

2,000 employees

2013

Engineering News-Record annual rankings

* Based on 2012 Revenues

2013 revenue

$312.9 million

2013 Rank* | ENR Category
---|---
#10 | Top 15 in Dams and Reservoirs
#14 | Top 25 in Mass Transit and Rail
#15 | Top 20 in Water Treatment and Desalination Plants
#15 | Top 25 in Wastewater Treatment Plants
#16 | Top 20 in Chemical and Soil Remediation
#19 | Top 50 in Water Supply
#21 | Top 25 in Highways
#21 | Top 50 in Transportation
#25 | Top 25 in Bridges
#32 | Top 50 in Hazardous Waste
#37 | Top 100 in Green Design Firms
#40 | Top 50 in Sewerage and Solid Waste
#47 | Top 100 CM for Fee

* Based on 2012 Revenues

We plan and design infrastructure that enhances life, work, and leisure for millions of people. Our diverse portfolio includes work in the following market sectors:

- Building Infrastructure
- Power
- Natural Resources
- Water
- Transportation
Employees at the corporate headquarters in Harrisburg were staying active while learning self-defense during a lunchtime seminar sponsored through the Gannett Fleming Sports Committee. A Taekwondo instructor taught participants practical self-defense techniques that can open doors to higher self-confidence and overall better mental and physical health.

Wellness in the Workplace

Sometime before A.D. 104, Marcus Valerius Martial, a famous Roman poet, said, “Life is not merely to be alive, but to be well.”

The importance of wellness has been recognized for centuries. More recently, our society hears wellness discussed on news programs, in newspapers and magazines, and in casual conversations. It is not uncommon to hear about wellness in the workplace.

What is wellness? Wellness doesn’t have a concrete definition. However, it is acknowledged that corporate wellness programs are designed to nurture wellness in employees, boost their morale, and improve their health and fitness, which typically increases productivity.

Recognizing that good health is vital, Gannett Fleming has been proactively promoting wellness at work in an effort to raise awareness and encourage employees to take responsibility for their health. With this mind, the Wellness Committee of 12 members has embraced a mission to:

Promote and support greater health by empowering employees and their families to make healthy lifestyle choices through wellness resources and education.

In 2013, the committee offered 36 programs throughout the year, which included lunch and learn programs, exercise classes, walking programs, open enrollment wellness initiatives, and more. Employees also have access to the Wellness page on the firm’s IntraNet, which includes additional information, such as community events, articles, and recipes.

Medical Plan Premium Discounts

In support of our ongoing commitment to good health, Gannett Fleming continues to offer a medical plan premium discount to employees. During our annual benefits open enrollment period in the fall, employees and their spouses, if enrolled in the medical plan, were both required to complete a biometric screening and a wellness profile to be eligible for the discount during the next plan year.

We have focused on making it easy for participants to complete the steps necessary to qualify for the premium discount by partnering with our wellness vendors, which provide access to valuable tools and resources.

More than 2,400 employees and family members participated in one or more of our wellness events.
In 2013, 845 employees and 461 of their significant others completed both wellness initiatives, which represented 62 percent of those enrolled in the medical plan. Participating employees were eligible for an annual premium discount of $300 the following benefits plan year.

To further promote good health, a non-tobacco premium discount continues to be offered. Employees enrolled in the medical plan who do not use tobacco products receive a discount. If the employee’s spouse is enrolled in our medical plan, they also must be tobacco free for the employee to be eligible for the discount.

Wellness Partners
Many of these wellness initiatives were made possible with the support of our wellness partners, Highmark® Blue Shield, our medical plan provider, and Cigna, our life, accident, and disability insurance provider.

Highmark offers turnkey wellness programs at no cost, a variety of other wellness initiatives, and the support of an exclusive health promotion coordinator.

• Our medical plan provider also assists with managing our health care costs by offering cost-saving programs and national discounts for health care services.

• Employees have access to their personal health information, along with strategic programs, tools, and resources through Highmark’s online portal.

• Our firm offered several lunch and learn programs to educate employees about this valuable resource.

Cigna offers employees and family members an Employee Assistance Program (EAP).

• The life assistance and work/life support programs offer 24/7 telephonic access to help find a solution and restore peace of mind when employees experience challenging personal, household, or work-related issues.

• The EAP program offers free monthly webinars on topics such as fitness, stress, and family issues.

Combatting Flu Season
Annually, in our corporate headquarters, Gannett Fleming offers employees and adult family members on-site flu shots at no charge. On a companywide basis, employees and their spouses are offered vouchers to receive free flu vaccinations at local pharmacies. More than 300 participants took advantage of these offers. Our medical plan also offers enrolled participants, regardless of age, the flu vaccine at a doctor’s office at no charge, which provided many more family members the opportunity to be inoculated.
In 2013 we donated 59 pints of blood

The target is to be well, not to just live!

Promoting Fitness

In an effort to promote fitness and stress management, on-site Zumba and Yoga classes were offered in our Harrisburg headquarters. The weekly sessions were enjoyed by more than 30 employees during lunchtime and after work, resulting in camaraderie among the attendees, as they strived to maintain a regular exercise program with the support of their co-workers.

National Programs

Throughout the year, national programs raise awareness of worthwhile initiatives and overall good health and wellness. Once again, Gannett Fleming promoted participation in these types of programs.

In February, employees participated in National Wear Red Day in support of the fight against heart disease in women. In an effort to promote being active at the workplace, employees participated in National Walk at Lunch Day on April 24 by walking during their lunch breaks.

Mindful of the wellness of our communities, employees in our Harrisburg headquarters participate in on-campus blood drives.

Other Wellness Campaigns

Busy work schedules and family commitments do not always accommodate participation in lunchtime or after-work programs. With this in mind, the promotion of newsletter campaigns is an additional way we reach employees on the go. A five-week campaign, “Real Food 101,” was offered during the hustle and bustle of the holiday season to promote good food choices. On average, 200 employees accessed this weekly information to help navigate the often confusing world of food shopping.

Live Well. Be Healthy

Gannett Fleming believes that employees are its most important assets. By offering company-sponsored wellness programs, Gannett Fleming is taking proactive steps to demonstrate this belief. Offering a variety of wellness programs throughout the year gives employees and their family members options to participate in the programs of their choice.

The results have been positive; the programs improve morale and generate greater awareness of one’s health. The results can’t always be measured, but they are important aspects to achieving and sustaining good health.

Two employees from Gannett Fleming’s Baltimore, Md., office ran in the Baltimore 5K Color Run on Nov. 17. Danielle Robinson-Jones, a senior business development coordinator, and Shanna Bennett, a junior business development coordinator, took part in the run with their friends and family.
Safety is no Accident

At Gannett Fleming, everyone has an active role in safety, no matter their location or job function. We achieve the highest level of safety by providing the latest equipment, procedures, and training. Also, our employee workplace safety communication program educates employees about how to identify and avoid hazards.

We’re proud of our exemplary safety record and our ability to maintain a Total Recordable Incident Rate (TRIR) that is lower than the industry average. The average TRIR for our industry and company size is 1.0. This is a measurement that allows OSHA and potential clients to compare our safety incidents against any other competitor, regardless of the size of that company.

Annual Safety Presentation
Each year, the Corporate Safety Group develops a comprehensive presentation to support the safety goals of the company. For the first time, in 2013, the course was delivered solely online through the company’s Learning Management System. All full-time employees are required to take this safety refresher course annually.

Standard First Aid Training
As the firm has grown, hundreds of employees have been trained in standard first aid. In 2013, the American Red Cross introduced a blended learning format that combines an online learning module with a skills verification session. To reduce the need for in-person visits, the Corporate Safety Group conducted verifications with employees in the Phoenix, Ariz., Pittsburgh, Pa., New York, N.Y., and Madison, Wis., offices via video conference.
Employee Safety Empowerment

Gannett Fleming employees have always been encouraged to evaluate hazards associated with the tasks to be performed and to take action to mitigate hazards appropriately. In 2013, the Board of Directors issued an Employee Safety Empowerment policy to affirm and establish support for employees to address hazards and stop their work if a previously unidentified hazard becomes apparent.

Wagner Wins 2013 PASE Award

Tony Wagner, P.G., C.P.G., a certified professional geologist in the Jacksonville, Fla., office, received the 2013 President’s Award for Safety Excellence (PASE). This award, created in 2012, is given to employees who take outstanding action in regard to safety.

Wagner’s work maintaining the firm’s quarterly Mine Safety and Health Administration report for Gannett Fleming’s work in the mining sector has been critical. Because of his extensive experience in this area, Wagner also serves as a mining safety liaison to the corporate safety manager.

Safety is in Our Hands

Building on the firm’s behavior-based safety program, a new employee awareness campaign was launched during the firm’s June Safety Month. The “Safety is in Our Hands” campaign promotes the hazard assessment process and highlights employees who have made choices to minimize their risks.

A new poster series augments other efforts taken by the Corporate Safety Group in the past year, including practice-specific hazard assessments and training, the development of task-specific learning matrices and improved record keeping, and increased availability of safety training records for employees and supervisors.
Each June, the National Safety Council encourages organizations to get involved and participate in National Safety Month. Through various activities, this observance educates and influences behaviors pertaining to the leading causes of preventable injuries and deaths. As such, June was designated as Safety Month at Gannett Fleming. The cornerstone of Safety Month is Safety Break events at each Gannett Fleming office.

Right, top to bottom

Safety Bingo
Employees in the Irvine office celebrated California-style with some outdoor safety bingo!

Great California ShakeOut
Employees in the Irvine and Mill Valley, Calif., offices participated in The Great California ShakeOut on Oct. 17. The ShakeOut is organized by the Earthquake Country Alliance, a statewide public–private–community partnership. Great ShakeOut drills help people in homes, companies, schools, and organizations improve preparedness and practice how to be safe during earthquakes.

Employees in the Irvine office celebrated California-style with some outdoor safety bingo!

Corporate Learning

Bright minds meet exciting opportunities.

Social responsibility meets ownership.

As a learning organization, we strive to provide opportunities for our employees to grow and nurture their potential. Our programs, training, and commitment to a collaborative and productive workplace are helping us to attract top talent and nurture employees into high performers who deliver excellence to our clients.

Our Corporate Learning Group facilitates learning both through an online Learning Management System (LMS) in which employees can create, track, and refine individual learning plans, as well as through hands-on opportunities.

Leading the way with the Institute for Sustainable Infrastructure

Every year, we upgrade and introduce training opportunities to better meet the needs of a diverse and changing workforce. In 2013, Gannett Fleming committed to training more than 100 employees in the Envision™ Sustainability Professional (ENV SP) credential program by 2016.

Sponsored by the Institute for Sustainable Infrastructure (ISI), the ENV SP program provides employees of private and public sector organizations with the training and skills to rate infrastructure projects using Envision. This industry-wide sustainability rating system applies metrics for all horizontal infrastructure types.

We are sustainable thinkers and problem solvers for vertical infrastructure, too. We support employees seeking LEED® certifications with our LEED Green Building Basics Workshop and LEED Green Associate prep course. By the end of 2013, nearly 100 of our professionals held LEED designations.

By the end of 2013, 46 Gannett Fleming employees registered to participate in the study program to prepare for the ENV SP exam.

Frank Swit, P.G., a senior project manager based in Gannett Fleming’s corporate headquarters in Harrisburg, explored the interrelationships between the environment, public health, and engineering at the Penn State Hershey Global Health Center during a May 2013 presentation. Swit explored major events in modern history as related to factors such as the environmental impacts of air and water pollution from increased population, urbanization, and industrialization. He presented to faculty members and medical students who were preparing to depart for a medical volunteer services trip to Senegal, Ghana, and Kenya.
Bharat Kumar Peddu, P.E., a rail transit project engineer based in Gannett Fleming’s Baltimore, Md., office, spoke to a civil engineering class at his alma mater, the University of Kentucky, in Lexington, Ky. He discussed the various transit projects he has worked on since joining Gannett Fleming and inspired students to learn more about the engineering industry. Peddu’s former academic adviser was so impressed with the presentation that he integrated elements of Peddu’s PowerPoint into the course materials on transit and people mover systems.

Project Management Leadership

We invested in training our firm’s project managers and project principals to fortify our leadership in project management. During 2013, 111 individuals participated in Project Principal training. This program equips project principals with innovative strategies and effective tactics for success in the following areas:

- Strategy
- Business development
- Organizational structure
- Project delivery
- Financial management
- Human resource management
- Leadership development
- Ownership transition.

Similarly, 95 employees completed the Project Management Academy program in 2013. This four-day program covered topics such as project manager characteristics and responsibilities, business development, innovation, negotiation, planning, scheduling, earned value analysis, and quality management. Also, Gannett Fleming developed 13 proprietary modules offered through our LMS that provide project management training on pertinent topics. Likewise, we worked with the company Peak Solutions to develop Learning Breaks, which are monthly webinars that grant Professional Development Units approved by the Project Management Institute.

Subjects presented in 2013 were:

- Why Projects Fail: Learn How to Avoid Project Failure
- Kotter’s 8 Step Change Model: Implementing Change Powerfully and Successfully
- PMI Plus/Minus/Interesting: Weighing the Pros and Cons of a Decision
- Influence Maps: Uncovering Where the Power Lies in your Projects
- SCAMPER: Improving Products and Services
- Paired Comparison Analysis: Working Out Our Relative Importance
- The Simplex Process: A Robust Creative Problem-Solving Process
- The Stepladder Technique: Making Better Group Decisions
- TRIZ: A Powerful Methodology for Creative Problem Solving
- Cash Flow Forecasting: Testing the Viability of a Financial Decision
- The Reframing Matrix: Generating Different Perspectives
- Concept Fans: Widening the Search for Solutions.

Bill Benson, an incident management and emergency management specialist based in the firm’s State College, Pa., office, shared his experience with organizing the Pennsylvania State Police (PSP) force’s Hurricane Sandy deployment at a meeting of the South Central Mountain Regional Task Force in September 2013.
Leadership Academy
During 2013, 21 Northeast Region employees completed the Gannett Fleming Leadership Academy Program. This program offers a comprehensive and enriching collection of six instructor-led meetings, personal assessments, and supplemental readings during a seven-month period. The program’s emphasis on emotional intelligence furthers personal leadership strength. Emotional intelligence refers to a set of skills for understanding and using emotions effectively, according to The Emotional Intelligence Network.

The Corporate Learning Group also facilitated training related to quality and safety, both of which are fundamental to our business:

- 1,496 employees completed the online course: 2013 Quality Management System Update
- 1,757 employees completed the online course: 2013 Annual Safety Training – Part I
- 254 new hires completed the online course: Gannett Fleming QMS Orientation
- 222 employees completed the online course: Gannett Fleming ISO 9001:2008 Orientation.

Higher Education
Gannett Fleming annually presents a scholarship to recognize the children and grandchildren of the firm’s employees who show exceptional leadership and character and are enrolled or planning to enroll in a full-time undergraduate program or a postsecondary vocational/technical school. Evan Savage, son of Ken Savage based in Gannett Fleming’s corporate headquarters in Harrisburg, and Caroline Cecka, daughter of Vladimir Cecka, P.E., also based in Harrisburg, were selected as winners of the 2013 Gannett Fleming Scholarship Program. Each student received $2,000 toward his/her education.

In 2013, 56 people were enrolled in an accredited institution for continuing education, for which Gannett Fleming reimbursed $195,384 in tuition expenses.
“Small daily improvements are the key to staggering long-term results.”

— Zig Ziglar
We have come a long way in reducing our environmental footprint since we set our first sustainability goals in 2009.

**Sustainability Goals: 2009-2014**

**Energy Usage**

**ELECTRICITY**

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<tr>
<td>kWh</td>
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**NATURAL GAS**

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<td>MCF</td>
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<tr>
<td>2013 Reduction</td>
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</table>

**Water**

**2014 TARGET**

Reduce water usage by 12%

**RESULT**

21% 2013 Reduction

**Energy**

**2014 TARGET**

Reduce energy usage by 7%

**RESULT**

14% 2013 Reduction

We first established sustainability goals for our corporate headquarters located in Harrisburg in 2009. There we have three office buildings totaling a combined 242,110 square feet: North, 74,376 square feet; East, 50,794 square feet; and West, 116,940 square feet. In the first three years of our sustainability program, we surpassed our 2012 reduction goals. Using 2012 as our new benchmark, we set additional waste, water, and energy reduction goals for 2014. Through the implementation of a number of capital improvements to our office buildings, we surpassed our 2014 reduction targets during 2013.

Energy usage is based on our combined electricity and natural gas usage.
Solid Waste & Recycling
Waste reduction in Harrisburg is decreasing our environmental impact and saving money. Our program includes sustainable procurement, recycling, reuse, and waste reduction strategies that are reinforced by routine employee education. Our waste and recycling program features single-stream recycling. It is available to all employees and includes the recovery of:
- Cardboard
- Mixed paper
- Phone books
- Magazines
- Plastic and glass bottles
- Aluminum cans.

Recovery of specialty materials includes:
- Toner
- Electronics and peripherals
- Lighting and lighting fixtures
- A portion of construction and demolition wastes from facility retrofits.

White office paper is collected and recycled separately.

Carbon Footprint
We calculate the carbon footprint for our Harrisburg headquarters based on electric and natural gas utilization. In 2013, the combined energy consumption for the three office buildings included:
- 3,978 mcf of natural gas
- 3,877,200 kilowatt-hours of electricity.

Through capital improvements to our buildings during the past three years, we have reduced our energy consumption. We achieved a 36 percent reduction in direct emissions (electricity) of greenhouse gases and a 17 percent reduction in indirect emissions (natural gas) since 2010. Our greatest CO2e reductions occurred in 2013 from substantial reductions in electric and natural gas consumption. In 2013, we reduced indirect emissions by 10 percent and direct emissions by 8 percent from 2012.

We also calculated our carbon footprint for our vehicle miles traveled based on miles logged on rental cars and vehicles from our corporate fleet companywide. Using 2010 as our baseline year, we have seen a decline in mileage, per the chart below. There are many factors that contribute to a reduction in overall vehicle miles traveled, a portion of which is attributed to a significant increase in the use of video conferencing during 2013.

<table>
<thead>
<tr>
<th>Year</th>
<th>Mileage</th>
<th>CO2e (MTPY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 (Baseline)</td>
<td>4,815,058</td>
<td>2,112</td>
</tr>
<tr>
<td>2011</td>
<td>4,904,735</td>
<td>2,151</td>
</tr>
<tr>
<td>2012</td>
<td>4,760,533</td>
<td>2,088</td>
</tr>
<tr>
<td>2013</td>
<td>4,370,046</td>
<td>1,917</td>
</tr>
</tbody>
</table>

MTPY = metric tons per year
Results based on national percent distribution of vehicle type, corrected to remove motorcycle use.
CO2e = Carbon dioxide equivalent

In 2013, we engaged video conferencing technology for 2,087 hours through the use of 11 units. In 2011, we logged 1,400 hours with 9 units.

Harrisburg Employees
GENERATED
$2,620
In Revenue From Recycling White Office Paper

Harrisburg Campus White Office Paper Recycling Revenue 2011-2013

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue 2011</th>
<th>Revenue 2012</th>
<th>Revenue 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$2,081</td>
<td>$2,462</td>
<td>$2,620</td>
</tr>
</tbody>
</table>
Achieving our Goals
Continuous capital improvements and building repairs for our three corporate headquarters buildings have helped us to achieve these results.

- We renovated campus restrooms in all three buildings with low-flow toilets. This change complemented the low-flow urinals and faucets we installed previously, giving us a full array of water-reducing fixtures.
- We replaced a 1967 air handler for our corporate data center with a smaller, more energy-efficient system. The motor on the new air-handler has one-half the horsepower of the old unit and is a premium efficiency rated motor. This area of the building also was re-zoned to appropriately and efficiently control temperatures in the data center and surrounding areas.
- A new high-efficiency air-cooled chiller in the North building of our headquarters complex keeps the building cool. The new chiller has an Energy Efficiency Rating (EER) of 15.06 as compared to the old unit which had an EER of 10.06.
- Upgrading light ballasts from magnetic T12 to electronic T8 ballasts has resulted in reduced electric consumption, brighter illumination, and lower life-cycle costs.
- Every office, restroom, or conference room that contained an individual light switch now has an occupancy sensor that detects activity and automatically turns lights on or off to conserve energy. Offices and suites connected to a main circuit are slated to be upgraded to individual switching as the areas are renovated.

Valley Forge Office
When we began our corporate sustainability program in 2009 to measure our solid waste and energy and water usage, we focused on our corporate headquarters in Harrisburg. Why just Harrisburg? Because we own, operate, and occupy three buildings at this location, enabling us to gather and measure usage data, as well as make infrastructure investments to reduce our environmental impact.

Now, the Corporate Sustainability Team has expanded to establish benchmarks and a reporting framework for our Valley Forge office. Like Harrisburg, the firm owns this location that houses nearly 125 employees. During 2013, we tracked solid waste and water and energy usage data and set a baseline using four years of utility data from which we will measure our progress and report results moving forward. We set Valley Forge usage reduction goals and will evaluate our progress toward achieving them. The results will be reported in future corporate sustainability reports.

Expanding our Greenprint
Although our formal reporting program is limited to Harrisburg and Valley Forge, every office in some shape or form has a sustainability program that makes an impact on our environmental footprint. All these efforts demonstrate our commitment to sustainability – a core value of our firm. We must be sustainable in our service to clients; in our commitment to employees, communities, and the environment; and in our management of the firm.

Our Board of Directors establishes our firm’s Strategic Action Plan, which includes actions to further the development and documentation of our corporate sustainability policies, procedures, guidance, and programs, as well as promote our commitment to the environment, economic growth, and society.

Our Corporate Sustainability Officer, Mark Johnson, develops and coordinates Gannett Fleming’s companywide program. Based out of the North Andover, Mass., office, he serves as the point person for all sustainability activities within the firm, annual reporting requirements, and other company policies related to sustainability. Collaborating with Johnson, our Corporate Sustainability Team and regional sustainability directors ensure effective sustainability policies and practices are implemented and applied to projects. The team also works to enhance the corporate philosophy and culture by promoting sustainability among employees, clients, and colleagues.

Sustainability coordinators are assigned in each office to support office sustainability efforts and work with the regional sustainability directors to facilitate and communicate corporate sustainability activities with regional office staff. Managing the solid waste and recycling programs and reporting solid waste and utility metrics back to regional sustainability directors are part of their roles.
In 2014, we are planning to improve our metrics reporting through the use of our proprietary Web Metrics reporting application that we developed to help clients manage their compliance and environmental impacts. The tool offers an efficient way for organizations to continuously monitor and assess their environmental performance.

With this support network, many of our offices have committed to the following:

- Submitting and receiving project documents electronically and duplexing reports/deliverables whenever possible
- Saving project-related documents electronically versus filing hard copies
- Scanning hard copy files at project closeout versus sending them out to records storage
- Maintaining used-paper collection areas for re-use in dedicated recycled paper printers
- Turning off computers and lights when not in use
- Eliminating bottled water for client meetings by installing Reverse Osmosis water dispensers and recyclable cups
- Maintaining a dedicated bulletin board for sustainability information.

Here are more specific examples of how we are greening our offices and monitoring our progress.

**Phoenix Office**

Every year, the Phoenix, Ariz., office sets new sustainability goals or initiatives. In 2013, the Phoenix office added another recycled paper printer for 11 inch x 17 inch prints. New paper is still used for draft and internal documents. Looking ahead, the 2014 goal is to expand the recycled printer program by both increasing their use and/or adding another printer. Other sustainability programs and initiatives include tracking electricity usage, solid waste disposal, and recycling.

The estimated average electric usage for the Phoenix office in 2013 was 160,151 kWh, based on per month square footage of building space.

**Phoenix Employees**

<table>
<thead>
<tr>
<th>Recyclable Item</th>
<th>Weight (in lbs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed Paper</td>
<td>16,380</td>
</tr>
<tr>
<td>Corrugated Cardboard</td>
<td>4,560</td>
</tr>
<tr>
<td>Single Stream (commingled)</td>
<td>420</td>
</tr>
<tr>
<td><strong>Total Weight</strong></td>
<td><strong>21,360</strong></td>
</tr>
</tbody>
</table>

**DIVERTED**

21,360 lbs.

Of Recyclables From Disposal Into Landfills and

**DOCUMENTED**

61.5 hours

Of Individual Community Service

---

Marie Jean, office engineer, ENV SP candidate, Woodbury, N.Y.
On our designated Gannett Days, employees break from the typical work day and come together to participate in shared activities. With Earth Day around the corner, employees from our Pittsburgh, Pa., office celebrated a Gannett Day on April 18 with sustainability activities. They donated used cell phones and eyeglasses, as part of an ongoing collection drive that began two years ago. The cell phones were donated to a phone recycling program, which refurbishes and sells them, giving the proceeds to domestic violence agencies. Phones also are provided to victims of abuse to give them a way to call emergency or support services. Used eyeglasses were given to a program that helps people around the world who are unable to afford glasses.

Also, Lee Anne Amrhein, assistant office administrator, and Donna Carter, receptionist, created an environmental maze that employees could walk through and answer questions ranging from bike riding to global warming. The top six winners were awarded sustainable prizes – vegetable and herb plants.

Amrhein and Carter also passed out recycling tips and a “Go Green Action Plan,” featuring ideas on how to live more sustainably at home and work.
Corporate Activities

Vehicle Partnerships for Smart Commuting

To meet peak demands for mobility needs and to efficiently manage corporate assets, Gannett Fleming formed partnerships with international rental car agencies while reducing its corporate fleet of cars. Through the rental car agreements, Gannett Fleming employees have access to a wider variety of vehicles, 24/7 roadside assistance, and more flexibility on vehicle location delivery.

The partnership program also:

• Reduces the costs resulting from underutilized pool vehicles
• Eliminates the need to maintain paper mileage logs and manual entry
• Decreases related administrative work.

The firm also developed guidelines to purchase hybrid cars, when economically practical, to increase mileage and reduce emissions. We have 13 hybrid cars out of 250 vehicles – that’s about 5 percent of our fleet.

Strategic Sourcing

One of the goals of the Corporate Sustainability Team was to introduce a strategic sourcing program to consolidate our purchasing of office supplies, products, office furniture, and equipment. In mid-2013, we launched our strategic sourcing program, contracting with a large national retailer to handle our procurement of these goods. The goal of the program is to realize cost reductions from contractual pricing, reduce the administrative burden associated with accounts payable, eliminate unnecessary office-supply purchases and waste, and be better equipped to monitor our cleaning product purchases, ensuring we use environmentally friendly supplies.

We now have access to monthly metrics that enable us to measure the climate impact associated with our shipments, postal packaging, and office supply usage. When we have a full year’s worth of data to evaluate, we’ll report the results in future sustainability reports. Still, we have reduced the administrative burden related to purchasing and procured more sustainable office supplies.

When it came time to purchase new office chairs, the Phoenix office turned to Gannett Fleming’s sustainable furniture guidelines and strategic sourcing partnership. Purchased from our preferred vendor, the new chairs are GREENGUARD® Certified for healthier indoor air quality, contain a minimum of 55 percent total recycled content, and are manufactured with reduced harsh chemicals and with processes low in volatile organic compounds. Sherri Chambers, project manager assistant, pictured.
Sandra Hansen is the office sustainability coordinator for Phoenix. She is responsible for metrics input and program communication.

**Electronic Invoices**

The Centralized Billing Group (CBG) in our corporate headquarters in Harrisburg initiated a process to store copies of client invoices electronically. This allows project managers and others with project responsibility to view read-only copies of completed client invoices and/or send them to a client. Not only does this process make it easier for the billers when sending invoices electronically, it also reduces paper documents. Since the initiative began, CBG eliminated 25 filing cabinets. Billing specialist Jolynn Best scans invoices to reduce paper and improve efficiency.

**Filtered Water Fountains**

In an effort to make it easy and accessible for employees at our corporate headquarters to fill up their water containers, we installed filtered water fountains around the campus as older fountains needed to be replaced. The fountains keep track of the amount of water dispensed and offer an alternative to using plastic water bottles.

Steven M. Deasy, LEED® AP O+M, S.C.R.P., was elected vice chair of the U.S. Green Building Council-Central Pennsylvania Chapter’s (USGBC-Central PA) Board of Directors. Based in the corporate headquarters in Harrisburg, Deasy is a sustainable project manager responsible for the management and technical completion of solid waste, energy, and environmental planning projects. Deasy also is a member of Gannett Fleming’s Corporate Sustainability Team and serves as the firm’s Central and Eastern Pennsylvania Sustainability Director.
“Do not go where the path may lead, go instead where there is no path and leave a trail.”

— Ralph Waldo Emerson
The population of Pennsylvania’s Lehigh Valley is projected to increase 19 percent between 2010 and 2030, motivating the local transit agency, Lehigh and Northampton Transportation Authority (LANta), to increase its level of transit service to meet population growth, commercial development, and rising demand for transit ridership. To increase the number of buses in service, the authority had to update and expand its maintenance and operations facility to handle the greater workload a larger fleet would create.

Beginning in 2010, Gannett Fleming provided architectural and engineering design services for improvements to LANta’s bus operations and maintenance facility. This state-of-the-art facility expansion will accommodate a future fleet increase to 80 buses, including hybrid buses.

Sensitive to environmental concerns, the authority placed an emphasis on incorporating sustainable features in the new facility. To minimize land development, the new 27,000-square-foot facility was built on the existing 1950s-era maintenance facility site.

Following LANta’s comprehensive plan, which includes the continued addition of hybrid buses to the authority’s fleet, the new space is equipped to service these carbon footprint-reducing buses.

The facility improvements brought its share of challenges to the Gannett Fleming team. A zoning variance was needed to expand the facility. Underground fluid tanks and lead-based paint required careful removal and proper disposal.

Sustainable Features:
- Reuse of previously developed land
- Water-conserving plumbing fixtures
- High-efficiency lighting and mechanical systems
- Natural light for illumination
- Zone temperatures to improve comfort and reduce utility costs.
Phoenix Sky Harbor International Airport
Phoenix, Ariz.

As one of the 10 busiest U.S. airports, Phoenix Sky Harbor International Airport handles more than 40 million travelers annually. The city of Phoenix, while focused on the goal of creating a multimodal airport, set out to establish a transportation system to move people efficiently to, from, and within the airport.

The result: PHX Sky Train®.

The first-of-its-kind in the world, the PHX Sky Train® crosses an active taxiway to link the airport with the city, its Metro system, and parking facilities. Since its opening in April 2013, PHX Sky Train® has exceeded its targeted ridership and is on track to exceed its ridership goal by 40 percent, serving an average of 10,000 passengers per day. What's more, green features exemplify the airport’s commitment to the environment.

Reducing roadway and curbside congestion, the PHX Sky Train® provides passengers with a safe, hassle-free connection experience. Whenever possible, the facility features recycled materials, the use of regional materials, low-water use facilities, and optimization of energy use, low-emitting materials, and daylight illumination. Bicycle storage and locker areas encourage bicycle commuters.

The driverless automated system operates 24 hours a day and is expected to result in 20,000 fewer vehicles per day through the airport, reducing the airport’s annual greenhouse gas emissions by nearly 6,000 tons.

Sustainable Features:
• Efficient LED lighting
• Elliptical station roof allows for a 30 percent reduction in steel use
• Water-efficient landscaping reduces water consumption by more than 50 percent
• Locally created, original art reflects the local environment and educates passengers about sustainability
• Stormwater management basins with dry wells reduce the quantity of stormwater runoff by 35 percent.
Compressed Natural Gas Bus Fleet Conversion Study

Central Ohio Transit Authority
Columbus, Ohio

Many transportation agencies are switching to Compressed Natural Gas (CNG)-powered buses and with good reason. It produces fewer greenhouse gases, particulate matter, and nitrous oxides than diesel. Natural gas is lighter than air and non-toxic. Factory-built natural gas-powered engines have a longer life than diesel engines. Natural gas is very abundant in the U.S.

When Central Ohio Transit Authority (COTA) calculated that it could save nearly two-thirds of its fuel cost budget by converting to CNG, the timing was perfect. Renovation plans were already underway for the 400,000-square-foot, 30-year-old, McKinley Avenue bus garage. Even with the up-front costs to update infrastructure and purchase new CNG-powered buses, COTA realized that the long-term benefits made good business sense.

In 2011, Gannett Fleming performed a feasibility study to identify necessary improvements to the McKinley Avenue facility to support the transition from diesel fuel to CNG fuel for the authority’s fleet, which is expected to reach 225 CNG-fueled vehicles by 2021.

The conversion requires $12.4 million to upgrade the existing maintenance facility and add a new fueling station. COTA replaced 30 diesel-engine buses with the more efficient CNG-fueled vehicles in 2013. Most of the expense will be covered by the U.S. Department of Transportation and the Federal Transit Administration’s Clean Fuels Grants.

Sustainable Benefits of CNG:

- Fewer pollutants are emitted: less greenhouse gases, particulate matter, and nitrous oxides are produced
- Increased life of crankcase lubricating oils
- Increased life of factory-built engines.
Known as water conservation areas (WCA), south Florida has three vast tracts of remnant Everglades sawgrass marsh located adjacent to Everglades National Park. Spanning nearly 850,000 acres, the WCAs form part of the Everglades Protection Area and serve a number of water resource and environmental purposes, including flood control, water supply, and a habitat for plants and animals.

The East Coast Protective Levee (ECPL) system separates the WCAs from south Florida’s urban and agricultural areas, and stretches 105 miles along the western perimeter of the most populated area in south Florida. The South Florida Water Management District (SFWMD) owns, operates, and maintains this system.

Title 44, Chapter 1, Section 65.10 of the Code of Federal Regulations provides the minimum design, operation, and maintenance standards levees must meet in order to be recognized as providing protection from the base flood on Flood Insurance Rate Maps. The Federal Emergency Management Agency (FEMA) accredits levees based on certain data and documentation. Gannett Fleming assisted the SFWMD in its pursuit of this FEMA accreditation for the ECPL system.

Our firm conducted a technical evaluation of the Broward and Palm Beach counties’ 70-mile section of the ECPL using multi-channel analysis of surface waves (MASW) technology along the levee crown, in conjunction with traditional confirmatory soil borings to characterize the levee body and foundation soil materials and establish a continuous subsurface profile of the levee system.

Gannett Fleming delivered a report that included:

- Shear wave velocity profiles delineating the relative stiffness of the levee body and foundation materials for each levee segment
- Documentation of the soil boring and MASW survey results
- Summary of findings.

This technical report provided the SFWMD with the information it needed to supplement the design of rehabilitation measures for strengthening the levee system and securing accreditation from FEMA.
Interchange Improvements

Pennsylvania Department of Transportation
Washington County, Pa.

When an increasingly busy highway system runs alongside a large creek, the task of improving one of the highway’s interchanges while protecting the waterway can be challenging. That’s one of the primary reasons Roads & Bridges ranked the Interstate 79 Meadow Lands Interchange project sixth in the publication’s Top 10 Roads of 2013.

Located in Washington County, Pa., the Meadow Lands Interchange is parallel to Chartiers Creek, a tributary to the Ohio River. Gannett Fleming led the design effort to reconfigure the 50-year-old partial interchange into a full-access, split diamond interchange with I-79 to meet the needs of the surrounding area and in response to regional commercial and industrial growth, increasing truck traffic, and anticipated future development. The firm had to do so while protecting the creek and its tributaries.

This required sustainable initiatives, such as:

- Protecting the Chartiers Creek stream channel with a 530-foot-long retaining wall
- Relocating 835 feet of a tributary to Chartiers Creek, including mitigation features, such as a meandering low flow channel, mud sills, boulders, and plantings
- Minimizing impact to an archaeological site
- Closing off an old mine pond to restore flow into the tributary to Chartiers Creek.

Gannett Fleming was responsible for preliminary engineering, final design, and construction consultation services. The split diamond interchange configuration provided the perfect solution for the site constraints and environmental concerns, leading to an award-winning project.
Life Cycle Analysis

Food Production Company

Gannett Fleming is partnering with a major food processor to help shape, structure, and guide the company’s first entry into developing a strategic life cycle analysis (LCA) around a new product line that emphasizes improved health. A life cycle approach provides a framework to evaluate and measure the total environmental, social, and financial impacts of a product throughout its life cycle within the supply chain, from creation to disposal. With this global picture, decision makers can identify the best strategies and priorities for environmental performance, while ultimately improving their strategic branding and market positions.

As strategic consultants, Gannett Fleming is helping to shape the assessment methods and framework to focus on implementing areas of high impact. This will help the company to more readily achieve the desired goals from the process.

The LCA results will guide the company to:

- Better understand a product’s impact
- Improve and measure performance
- Educate stakeholders
- Stimulate changes
- Benchmark against other products.
Microbial Desalination Cells

Water is an abundant natural resource, but the shortage of freshwater has become a global challenge. About 97 percent of the earth’s water is non-potable seawater, which contains a large amount of salts. Desalination – the process of removing salts from seawater – is considered a critical approach to producing drinking water, especially for areas where seawater is readily available and freshwater is limited.

A drawback of the current desalination technologies is the intensive consumption of energy, resulting in a high operating cost and therefore high cost of water.

Gannett Fleming is partnered with a university in the development of a potentially groundbreaking water treatment delivery system technology – microbial desalination cells (MDCs). MDCs hold great promise for drinking water production because of potential energy recovery from wastewater during the desalination process.

MDC technology combines biologically treating wastewater, producing electrical energy, and desalinating seawater or brackish water, concurrently all within a single device. The microbes convert organic materials found in the wastewater into carbon dioxide and water, and as a byproduct, transfers electrons (negative charge) and protons (positive charge) across membranes to promote desalination.

MDCs have a great potential as a low-cost desalination process with significant environmental benefits.

Sustainable outcomes:

- Water reuse
- Energy reduction
- Reduced costs associated with traditional water treatment and desalination technologies.
Mobile Applications

Loudoun Water
Loudoun County, Va.

With 200,000 customers, 60,000 connections, and 1,000 miles of pipe; Loudoun Water aimed to leverage technology that would optimize its business practices. The authority turned to GeoDecisions, Gannett Fleming’s geospatial technology division, to help develop applications that streamline business processes and eliminate redundancy, while maximizing field worker efficiency and resource allocation. The result was two mobile applications that automate the authority’s field operations.

The first is an application that was aimed solely at hydrant flushing; the second is a more complex application that involves inspections of commercial properties for proper backflow valves.

Sustainable outcomes of the hydrant flushing application:

- Reduced fuel consumption because workers no longer have to travel to the central office each day for work orders or to deliver hard copy progress reports
- More efficient flushing process, reducing the amount of treated water needed to flush the hydrants
- Paperless processes.
When it became clear that a new expressway was needed to replace the National Road/U.S. Route 40 as a main thoroughfare in Fayette and Washington Counties, Pa., a primary concern for Gannett Fleming was how to preserve the historic integrity of the National Road and the existing natural resources through the project corridor.

The National Road, which was the first federally funded highway in the U.S., stretches from Cumberland, Md., to Vandalia, Ill. Construction of the road, which began in 1811, employed macadam for the first time in this country. Today, the road remains one of the few active traces of U.S. westward expansion.

But the historic road wasn’t meant to support the large volumes of traffic using it as a main artery in the region. Varying speed limits, inadequate passing zones, steep grades, and limited sight distances generated accident and fatality rates greater than the statewide average for similar roadways.

The new 17-mile expressway was meticulously placed so that the 20 historic structures along the National Road/U.S. 40, including the 1835-era Searights Tollhouse, would not be impacted. Because the expressway is not visible from the historic road with the exception of the one spot where the two roads cross, the picturesque views of mountains, valleys, and forests remain intact for motorists through the project corridor.

Sustainable Outcomes:
- Promotes economic growth by connecting several major highways
- Improves traveler safety and reduces congestion
- Preserves the views from the National Road
- Encourages tourism with road signage directing travelers to historic sites
- 6 acre wetland mitigation site
- Stream mitigation/planting areas
- Stormwater management practices to reduce peak flows and improve water quality.

Mon/Fayette Expressway, PA Turnpike 43, Uniontown to Brownsville

Pennsylvania Turnpike Commission
Fayette and Washington Counties, Pa.
One of the largest operational Concentrated Solar Power (CSP) parabolic trough plants in the world started producing electricity in Arizona during October 2013. Covering 1,920 acres of land, the Solana Generating Station can generate 280 megawatts per hour and power 70,000 homes.

The planning, design, and construction of the facility began in 2008, when Abengoa Solar Inc. engaged Gannett Fleming to provide survey, mapping, American Land Title Association plans, and geotechnical investigations for land development at the proposed project site. Work included offsite/onsite drainage analyses/designs, water/wastewater facilities, and roadway improvements. Gannett Fleming also provided 404 permitting and civil design plans for the 18-mile transmission line and towers – an extension of the Solana Generating Station.

The Solana Generating Station features CSP parabolic trough technology with the additional provision of thermal storage tanks. Parabolic troughs track the movement of the sun throughout the day, ultimately gathering sunlight energy. At the point where all sunlight is concentrated from the mirrors, a receiver tube filled with synthetic heat transfer fluid (HTF) reaches about 750 degrees Fahrenheit. This HTF is then pumped to a power block, where the heat creates high pressure steam, which in turn powers a conventional steam turbine, creating energy and electricity.

Although the Solana Generating Station opened in 2013, it has not yet experienced full summer capacity and could potentially produce an even greater amount of energy. One unique feature of the facility is its ability to continue to produce power for six hours past sunset. This allows the provision of natural energy well into the night. In the future, Gannett Fleming will assist Arizona Solar One in developing operational and maintenance programs and designing a vehicle wash facility.

Sustainable Outcomes:
• Powers 70,000 homes sustainably
• Prevents nearly 500,000 tons of carbon dioxide pollution
• Created more than 2,000 new jobs
• Generates energy for six hours past sunset.

Abengoa Companies (Abengoa Solar Inc., ABEINSA, Abengoa T&D, Abengoa Solar One)
Gila Bend, Ariz.
Shepherd Parkway Bus Facility

Washington Metropolitan Area Transit Authority
Washington, D.C.

When Washington Metropolitan Area Transit Authority’s (WMATA’s) new Shepherd Parkway bus facility opened in late 2012, thousands of passengers in the nation’s capital benefitted from the improved service provided by the newly expanded fleet. The new facility consists of a maintenance and administration building, maintenance bays, a bus wash, fueling station, and bus parking and storage. The buses serviced at the facility operate 50 daily routes in southern areas of the city.

But the advantages stretch far beyond area passenger benefits. From the beginning of the project, WMATA was committed to environmental responsibility.

The Shepherd Parkway facility was WMATA’s first building to earn LEED® Silver certification. Facility design and location encourage an environmentally conscious lifestyle for its employees by offering ample bicycle parking, priority parking spaces for fuel-efficient vehicles, and easy access to public transportation just one-quarter mile away.

Sustainable Features:

- Stormwater filtration system
- White roof
- Drought-tolerant landscaping
- Low-flow plumbing fixtures
- Lighting systems with occupancy sensors

“Better maintenance on our vehicles, improved employee working conditions, and improved operating efficiency equals better service to the thousands of people who ride buses in southwest and southeast Washington every day,” said WMATA General Manager and CEO Richard Sarles.

Gannett Fleming provided construction management, commissioning oversight, and inspection services for the new facility.

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Site Remediation

City of Lynwood
Lynwood, Calif.

A remediation and mixed-use redevelopment project for the city of Lynwood, Calif., is serving as a catalyst to positively impact the entire community. Described by one city official as a “nightmare,” contamination in the six-acre Lynwood development had posed a substantial challenge for more than 15 years. Leaking underground storage tanks at former gas stations, a dry cleaner, and a self-storage facility within the development area resulted in significant soil and groundwater contamination.

Working with city officials, Gannett Fleming developed innovative funding strategies and a remediation program to kick-start the revitalization project. The groundwork positioned Lynwood to receive $1.5 million, the largest allocation of money awarded under the state of California’s Emergency Abandoned and Recalcitrant (EAR) Sites Fund, which paved the way for the implementation of the estimated $4 million remediation program.

The initial remediation program consists of a vacuum-enhanced recovery system to extract free-phase gasoline and gasoline-laden vapors from 18 extraction wells across the project area. The EAR program will fund the project through 2015, although the site will likely require supplemental efforts through 2016 to fully remediate the soil and groundwater impacts.

The remediation project is anticipated to be a catalyst for jobs, community services, and economic development, with site plans that include a grocery store, retail shops, residential units, and senior housing.

Sustainable Features:

• Innovative planning enabled the use of existing infrastructure from a previous recovery system at the site, which saved the city $140,000.

• Extracted gasoline is being sold to a gasoline recycler for 50 cents per gallon, with proceeds returned to the remediation program.

• Remediation strategy maximizes mass removal while minimizing the amount of groundwater being extracted.
Solid Waste Management Action Plan

Holy City of Makkah, Saudi Arabia
King Abdulaziz University

Every year, 2 to 3 million Muslims from within Saudi Arabia and from countries around the world converge near the Holy City of Makkah to perform the religious pilgrimage known as the Hajj. As Hajj attendance has grown, solid waste management has become increasingly complex, and uncontained waste produces odors and threatens the safety of participants. Gannett Fleming is developing a Solid Waste Management Action Plan to address the reduction, collection, storage, and transport of solid waste generated within the Holy Sites of Mina, Muzdalifah, and Arafat.

The Solid Waste Management Action Plan includes:

- Existing conditions evaluations
- Solid waste projections
- Waste characterization analysis
- Solid waste vacuum technology analysis
- Compactor utilization analysis
- Solid waste alternatives screening and selection
- Recommendations for integrated management, operations and maintenance, logistics, and education strategies.

The final action plan is scheduled for delivery in 2014. The recommendations in the plan prioritize sustainable solid waste solutions and are implemented by streamlining and standardizing the management system to improve control for the large waste generators and the solid waste contractors. Additionally, the plan recommends that operations and maintenance (O&M) strategies, including technologies like vacuum systems and wireless compactor monitors, are pilot tested during the next three years prior to full-scale implementation.
Troop Camp Facility

Pennsylvania Air National Guard
Fort Indiantown Gap in Annville, Pa.

The project earned a ForeverGreen Award from the U.S. Green Building Council of Central Pennsylvania in the Most Sustainable Government Project category.

The Pennsylvania Air National Guard's 193rd Regional Support Group Troop Training Quarters earned LEED® Gold certification. Ganflec Architects & Engineers, the architectural affiliate company of Gannett Fleming, provided architectural, structural, civil, geometrical, environmental, mechanical, and electrical engineering services for the facility.

The 17,497-square-foot dormitory-style facility, completed in December 2011, replaces the former World War II-era quarters that were not designed for today's post-9/11 security and environmental standards. With 42 rooms, 84 beds, and ancillary common spaces, out-of-state Guardsmen call the building home while they take part in extended training sessions. The facility adheres to a complex set of Pennsylvania building codes, military anti-terrorism and force protection standards, and LEED building design codes.

The HVAC system consists of ground water source heat pumps coupled with a condensing boiler and an evaporative cooler. Each dormitory space has a dedicated heat pump unit. The units are controlled from a space thermostat and an occupancy sensor that resets the space temperature set-point when the room is unoccupied. This reduces the overall energy usage of the air conditioning units serving the spaces, resulting in an expected annual energy savings of 35 percent. Water-conserving fixtures reduce water consumption by 30 percent.

The $5 million high-efficiency building features:

- Windows that provide ample natural light
- A carpet manufactured by a carbon-neutral plant
- Zero volatile organic compound paint
- Wood trim harvested from Forest Stewardship Council-certified forests
- Roof-mounted photovoltaic panels that provide renewable energy generation
- Green space equal to the building’s footprint, which acts as a security buffer.
“Leadership is about creating a domain in which human beings continually deepen their understanding of reality and become more capable of participating in the unfolding of the world.”

— Peter Senge
Fabiana Arriaga, Ph.D., left, a geotechnical designer based in the Phoenix office, ran the 21st annual Susan G. Komen Race for the Cure for the fourth consecutive year. A four-year breast cancer survivor, Arriaga took first place in the 5K Survivors run. She then joined her family and walked the course alongside nearly 16,000 participants. “It’s a day to celebrate with my family and add one more year to my survivor count,” Arriaga said.

Doreen M. Bartoldus, P.E., CCM, LEED Green Associate, ENV SP, vice president - regional construction services Woodbury, N.Y. 

Many of our employees have aligned themselves with charitable organizations and volunteer their time to make the world a better place.

We proudly help many worthy and wonderful causes within our communities. Giving back is a fundamental part of who we are as a company and is founded on our core value to promote service to our professions and the communities in which we live.
Structural Engineer and Inspector Eric Dues, P.E., teamed with two professional engineers and four engineering students from Case Western Reserve University to install a solar-powered pump for villagers of Batoula, Cameroon, in west Central Africa. This Engineers Without Borders USA project provides clean drinking water in areas where contamination of the water supply and waterborne diseases are common.

Dues, based in Gannett Fleming's Columbus office, appreciated the firm’s support: “It’s satisfying to see the good will that Gannett Fleming has created by directly helping those in need.”
Employees from the Pittsburgh office donated 1,271 pounds of food to the Greater Pittsburgh Food Bank as part of a challenge among engineering firms in their office complex. Altogether, 586 employees from the participating firms donated 10,387 pounds of food— that's five tons! “We’re very happy that this is going to have such a positive impact on so many people,” said Cindy Heinzl, the Pittsburgh assistant office manager.

Dancing with the Stars
In support of a fundraising initiative with a STEM twist, Judy Hricak, CPSM, right, a vice president and chief marketing officer, danced to second place in the East Pennsboro (Pa.) Area School District Education Foundation’s second annual Dancing with the Stars competition. Hricak and local dance professional Gregg Hurley raised more than $3,500 for the district’s academic programs. Gannett Fleming’s corporate headquarters is located in the school district. Hricak is based in the Harrisburg office.

Operation Backpack
The Mt. Laurel, NJ, office donated 22 backpacks filled with school supplies to the Center for Family Services’ Operation Backpack. The backpacks were given to disadvantaged children in southern New Jersey to ensure the children are prepared for school, thereby increasing the children’s confidence and desire to succeed. Participating for the sixth consecutive year, Gannett Fleming’s collection was organized by Judy Lombardo, a project manager’s assistant.
Habitat for Humanity

Ken Guttman, P.E., right, a vice president and environmental site remediation manager based in Gannett Fleming’s Baltimore office, participated in the Habitat for Humanity® Veterans Build on the Mall event in Washington, D.C. The event took place on the National Mall at the foot of the Washington monument to raise awareness of affordable housing issues for U.S. veterans. Volunteers constructed four homes during a three-day period.
Kam Shadan, P.E., competed in the 14th Annual Robert C. Placak Tiburon Mile Open Water Swim in Tiburon, Calif., for the fifth consecutive year. The premier international open water swim, the RCP Tiburon Mile, raises money for Hospice by the Bay, a non-profit organization that specializes in hospice and palliative care and provides grief support. Shadan is a vice president of Gannett Fleming and president of Gannett Fleming Project Development Corporation’s Real Estate Division at the San Francisco, Calif., office.

Right, top to bottom

“Adopt-a-Farm”

Employees from Gannett Fleming’s State College, Pa., office and their families are restoring land near Little Fishing Creek as part of an ongoing volunteer program through the Conservation Reserve Enhancement Program, in coordination with the ClearWater Conservancy. David Gilbert, GISP, third from right, a senior project manager in Gannett Fleming’s GeoDecisions Division, is spearheading the office’s participation in the program, which allows organizations to help conserve and maintain a riparian buffer on a single farm for an extended time.

Ride to End MS

Lou Bianco, right, a principal engineering technician in the firm’s Valley Forge office, rode in the National Multiple Sclerosis Society’s Bike MS: City to Shore Ride 2013. The 80-mile route took him from Cherry Hill, N.J., to Ocean City, N.J. Approximately 7,000 cyclists participated, raising more than $5.5 million for families living with MS.
Bryan Lowe, P.E., center, a senior project engineer in the Pittsburgh office, and his family volunteered with the Washington Alliance Church to help the victims of the tornado in Moore, Okla. Lowe helped move debris from demolished homes and cut down trees and brush to clear room for additional cleanup. “It was great being able to serve, from cleaning up debris to listening to the locals share their stories,” he said.
“Leadership is the capacity to translate vision into reality.”

— Warren Bennis
Environmental Sustainability Policy

Gannett Fleming, Inc. will take significant and lasting steps to minimize adverse environmental impacts and conserve natural resources in its activities, projects, and work processes. In its operations, the firm will increase recycling of supplies and materials, reduce the use of natural resources, and raise environmental awareness among its employees. In its projects, the firm will minimize energy use, respect the natural environment, reuse materials, and decrease negative impacts. Gannett Fleming and its employees will meet the needs of the present without compromising future generations.

Shane Campbell, P.E., project manager/transportation engineer, ENV SP candidate
Columbus, Ohio

Thank you for your interest and support of our sustainability journey. Feedback, input, and suggestions regarding this report are welcome. Please send comments to Mark Johnson, vice president and corporate sustainability officer, in our North Andover, Mass., office at: mjohnson@gfnet.com or 978.687.7292.

We also welcome dialogue on how our industry can collectively move toward a more sustainable future. As always, we are committed to working in partnership with our employees, clients, business partners, and other stakeholders to develop innovative solutions and improvements that move in this direction.
Gannett Fleming is a global infrastructure firm that provides planning, design, technology, and construction management services for a diverse range of markets and disciplines. With 2,000 highly qualified individuals across a global network of 60 offices, we are united in our passion to deliver value. We have played a part in shaping infrastructure and improving communities in more than 65 countries, specializing in transportation, natural resources, water, power, and facility-related projects.

Founded in 1915, we embrace sustainability and innovation in our projects and internal activities, achieving results while being responsible stewards of our environment. Our culture of service, ingenuity, and responsiveness empowers us to fulfill our key mission: make our clients successful.

Gannett Fleming is consistently ranked in the top 10 percent on Engineering News-Record’s Top 500 Design Firms list.