



MESSAGE FROM THE CHAIRMAN

Welcome to the 2011 Fall Meeting of the National Ocean Industries Association. The NOIA Staff has created an impressive agenda packed full of relevant and informative sessions, many of which focus on the profound repercussions our industry is still experiencing in the wake of the Gulf oil spill.

Over the course of the past year and a half, our industry has successfully banded together to identify potential safety and response improvements, form joint industry task forces, establish the Center for Offshore Safety, and adapt to stringent regulatory reforms. Always cognizant of the tragic loss of life and determined to avert future crises, we have made leaps and bounds in proactively addressing the disaster's implications. Without doubt, our industry has significantly improved the safety of operational procedures.



However, a "slow-matorium" is still in place in the Gulf of Mexico. American jobs are being lost, energy costs continue to rise, and we continue to rely on foreign energy sources that threaten our national security. The status quo is simply unacceptable.

The industry continues to vigorously pressure the Administration to return permitting rates to historic levels. A study commissioned jointly by NOIA and API this year reaffirms the positive national benefits our industry provides and shows that returning to pre-Macondo permitting rates would result in the creation of 190,000 new jobs nationwide. America needs those jobs and America needs those domestic energy supplies.

In this context, we gather for the next two days in the idyllic mountain setting of The Broadmoor. Senior executives from all sectors of our industry are present at this meeting, providing an outstanding opportunity for networking and exchanging of information and ideas with policy makers and thought leaders who will be speaking.

I urge you to take full advantage of the outstanding content to be presented during this meeting, and to fully engage in discussions with your fellow NOIA members in attendance.

JACK MOORE
Chairman, President & CEO
Cameron
Houston, TX
and 2011-2012 NOIA Chairman



SCHEDULE

WEDNESDAY, OCTOBER 12:

4:00 p.m. - 7:00 p.m.

Pre-registration

West Registration Desk

3:15 p.m. - 4:05 p.m.

Finance Committee Meeting

Rocky Mountain A

4:10 p.m. - 5:30 p.m.

Executive Committee Meeting

Gaylord Boardroom

THURSDAY, OCTOBER 13:

7:00 a.m. - 6:00 p.m.

Registration

Rocky Mountain Foyer

6:30 p.m. - 10:30 p.m.

Welcome Reception and Dinner

Speaker: Karl Rove

Former Deputy Chief of Staff & Senior
Advisor to President George W. Bush,
Fox News Contributor

“Understanding America’s Challenges”

Reception - Mountain View Terrace

Dinner - Rocky Mountain CD

7:00 a.m. - 5:00 p.m.

Hospitality Room

Rocky Mountain Foyer

8:30 a.m.

Golf Tournament

Meet at Golf Shop

9:00 a.m. - 2:30 p.m.

Fly Fishing

Meet at West Building Entrance

9:30 a.m. - 1:00 p.m.

Horseback Riding

Meet at West Building Entrance

10:00 a.m. - 1:00 p.m.

Jeep Tour

Meet at West Building Entrance

SCHEDULE

FRIDAY, OCTOBER 14:

7:00 a.m. - 6:30 p.m.

Registration

Rocky Mountain Foyer

7:00 a.m. - 5:00 p.m.

Hospitality Room

Rocky Mountain Foyer

8:30 a.m. – 10:00 a.m.

Breakfast Speaker: Charles Payne

Fox Business Network Contributor

West Ballroom

10:10 a.m. – 11:00 a.m.

Board of Directors & Membership Committee

Rocky Mountain AB

11:10 a.m. – 12:00 p.m.

Public Affairs & Education Committee

Speaker: Charlie Williams

Chairman of the Board, Center for

Offshore Safety

“Mission and Goals of COS”

Rocky Mountain D

12:15 p.m. – 2:00 p.m.

Lunch Speaker: Peter Bergen

CNN National Security Analyst

& Best Selling Author

“The Awakening”

West Ballroom

2:10 p.m. – 3:40 p.m.

Government Affairs Committee

MMS/BOEMRE Reorganization Panel

“What does this mean?”

Moderator: Randall Luthi, NOIA

Panelists: Walter Cruickshank

Deputy Director, BOEM

Debbie Gibbs Tschudy

Deputy Director, ONRR

Rocky Mountain C

3:50 p.m. – 4:40 p.m.

Technology Policy Committee

Speaker: Walter Cruickshank

Deputy Director, BOEM

“Idle Iron”

Speaker: John Hoffman

President & CEO, Black Elk Energy

“Save the Blue”

Rocky Mountain D

6:15 p.m. – 10:00 p.m.

Western Cookout and Dancing

Cheyenne Mountain Lodge

Shuttle buses depart West Bldg. Entrance



SCHEDULE

SATURDAY, OCTOBER 15:

7:00 a.m. - 12:00 p.m.

Hospitality Room

Rocky Mountain Foyer

Note: All committee meetings and general sessions are open to all meeting attendees with the exception of the Executive Committee Meeting.

8:30 a.m. – 10:00 a.m.

Breakfast Speaker: Adm. Thad Allen

USCG Retired

“Leading Through Crisis & Times of Change”

West Ballroom

10:10 a.m. – 11:00 a.m.

Health Safety Security and

Environment Committee

Presentation: Bristow Group Inc.

Safety in Seas Award Winner

Rocky Mountain C

11:10 a.m. – 11:50 a.m.

General Session

Speaker: Jay Cranford

Clark, Lytle & Geduldig

Rocky Mountain A

12:00 p.m.

Buffet Lunch

Mountain View Terrace





ABOUT THE SPEAKERS



KARL ROVE

**FORMER DEPUTY CHIEF OF STAFF
AND SENIOR ADVISOR TO
PRESIDENT GEORGE W. BUSH**

Karl Rove served as senior advisor to President George W. Bush from 2000–2007 and Deputy Chief of Staff from 2004–2007. At the White House, he oversaw the offices of Strategic Initiatives, Political Affairs, Public Liaison, and Intergovernmental Affairs and was Deputy Chief of Staff for Policy, coordinating the White House policy-making process.

Prior to becoming the “The Architect” of President Bush’s 2000 and 2004 campaigns, Rove was president of Karl Rove + Company, an Austin-based public affairs firm that worked for Republican candidates, non-partisan causes, and non-profit groups. His clients included over 75 Republican U.S. Senate, Congressional, and gubernatorial candidates in 24 states, as well as the Moderate Party of Sweden.

As a *Fox News* contributor, Rove provides a “genuine feel of inside knowledge,” says David Zurawik, *Baltimore Sun* television critic. As a *Newsweek* columnist, Rove writes a weekly op-ed for the *Wall Street Journal*, and is the author of the book, *Courage and Consequence* (Threshold Editions).

A Colorado native, he attended the University of Utah, the University of Maryland-College Park, George Mason University, and the University of Texas at Austin.

Rove serves on the board of trustees for the Texas Parks and Wildlife Foundation and the Texas State History Museum Foundation. He is also a member of the McDonald Observatory Board of Visitors and the Texas Philosophical Society.





ABOUT THE SPEAKERS

CHARLES PAYNE

CEO AND PRINCIPLE ANALYST



Charles V. Payne is the chief executive officer and principle analyst of Wall Street Strategies, Inc. (WSSI), which he founded in 1991. With less than \$10,000 in start up capital and working from his apartment, he launched WSSI to provide a unique brand of stock market advice. Through this service, subscribers including money managers and individual investors began to reap sizeable profits and the firm developed a national reputation as provider of timely and effective equity analysis. Today, WSSI provides information to over 120,000 registered subscribers in more than 60 countries, as well as several of the largest bank/brokerage firms.

Payne began his career on Wall Street as an analyst at E.F. Hutton in 1985. After two years, he switched gears and accepted a position with boutique brokerage firm, GreenTree Securities, in 1987. It was there that he first saw a niche for independent and timely equity advice, which led to the creation of Wall Street Strategies.

Payne is a regular on-air contributor to the *Fox Business Network* and *Fox News Channel (FNC)*. Currently he has a daily role on *Varney & Co.* and hosts several shows including *Your World and Beck* on *FNC*. Payne is also the host of *The Charles Payne Show*, heard on *KFI-AM 640*, Los Angeles's largest AM station.

Widely recognized as a leader in the analyst community, Payne's first book, "*Be Smart, Act Fast, Get Rich*," was published in May 2007.

Payne is on the board of directors of South Bronx Classical Charter School and was awarded the Congress of Racial Equality's (CORE) Man of the Year Award in 2009. Payne attended Minot State College and Central Texas College during his time in the Air Force and majored in Criminal Justice.





ABOUT THE SPEAKERS

CHARLIE WILLIAMS

**CHAIRMAN OF THE BOARD
CENTER FOR OFFSHORE SAFETY**



C.R. (Charlie) Williams II is Chief Scientist - Well Engineering and Production Technology for Shell worldwide. He has worked for Shell for 39 years in many different R&D, engineering, and operations management assignments including VP of Global

R&D.

Charlie has been working extensively on post-Macondo industry response including serving as advisor to Shell senior management. He currently chairs two Industry Task Forces - Subsea Well Control & Containment and API - Center for Offshore Safety, as well as being Chairman of the Governing Board for Center for Offshore Safety. He also serves on the DOI OESC Federal Advisory Committee, the Operating Committee of the Marine Well Containment Project, and on the Executive Board of the Marine Well Containment Company.

Charlie continues to testify at numerous Commissions including the Presidential Commission and the National Academy Commission. He presented at the recent panel "Root Causes of Incidents and Responses" at the National Conference on Science, Policy and the Environment and on drilling & drilling safety management at the Center for Strategic and International Studies.

Charlie is a member of the API Committee on Standardization of Oilfield Equipment and Materials and the US Tag to ISO TC 67. He is member of the curriculum advisory committee for Petroleum Engineering at University of Texas and is an Honored Guest Professor at two Universities in China.





ABOUT THE SPEAKERS

PETER BERGEN

CNN NATIONAL SECURITY ANALYST AND BEST-SELLING AUTHOR



Peter Bergen is a member of the Bipartisan Policy Center's National Security Preparedness Group; a Schwartz senior fellow at the New America Foundation in Washington DC; a research fellow at New York University's Center on Law and Security; CNN's terrorism analyst, and author of "*Holy War, Inc.: Inside the Secret World of Bin Laden*." (Free Press, 2001). The book was a *New York Times* best-seller and has been translated into 18 languages. A documentary based on the book was nominated for an Emmy in the research category. His newest book, "*The Longest War: The Enduring Conflict between America and Al-Qaeda*," has been called "one of the most important accounts on the subject to appear in years" by the *New York Times*.

Bergen has traveled repeatedly to Afghanistan, Pakistan, Egypt, and Saudi Arabia to report on bin Laden and al Qaeda. His most recent book is "*The Osama bin Laden I Know: An Oral History of al Qaeda's Leader*" (Free Press, 2006). It was named one of the best non-fiction books of 2006 by *The Washington Post*. The book was translated into French, Spanish and Polish, and CNN produced a two hour documentary *In the Footsteps of bin Laden* based on the book that aired around the fifth anniversary of 9/11. Bergen is one of the producers of the CNN documentary. In July 2007, the documentary was nominated for an Emmy in the news long-form (documentary) category.

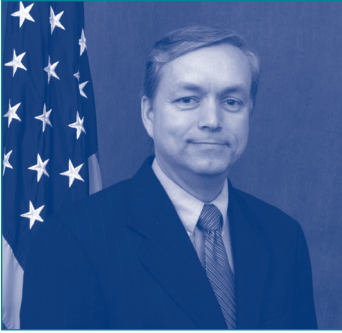
Bergen has written for a variety of publications including the *New York Times*, *Los Angeles Times*, *The Washington Post*, *Wall Street Journal*, *Rolling Stone*, *TIME*, *Washington Times*, and *Vanity Fair*. He has also worked as a correspondent for *National Geographic Television* and *Discovery Television*. He is on the editorial board of *Studies in Conflict & Terrorism*, a leading scholarly journal in the field, and has testified on Capitol Hill.

Bergen has a MA in modern history from New College, Oxford University.





ABOUT THE SPEAKERS



WALTER D. CRUICKSHANK, PH.D.
DEPUTY DIRECTOR
BUREAU OF OCEAN ENERGY
MANAGEMENT (BOEM)

As deputy director of the Bureau of Ocean Energy Management, Dr. Cruickshank assists the BOEM director in the administration of programs that manage the development of the nation's offshore resources in an environmentally and economically responsible way. These programs include leasing, plan administration, environmental studies, National Environmental Policy Act analysis, resource evaluation, economic analysis and the renewable energy program.

Prior to becoming the deputy director of BOEM upon its establishment in October 2011, Dr. Cruickshank served as deputy director of the Bureau of Ocean Energy Management, Regulation and Enforcement (BOEMRE) since 2002.

Dr. Cruickshank previously served as the bureau's associate director for Policy and Management Improvement and has worked in the Department of the Interior for more than 25 years. He earned a Bachelor of Arts in Geological Sciences from Cornell University and a Doctorate in Mineral Economics from the Pennsylvania State University.





ABOUT THE SPEAKERS

DEBBIE GIBBS TSCHUDY
DEPUTY DIRECTOR
OFFICE OF NATURAL RESOURCES
AND REVENUES (ONRR)



Deborah Gibbs Tschudy serves as the Deputy Director of the Office of Natural Resources Revenue (ONRR) – an agency within the U.S. Department of the Interior. ONRR is responsible for the collection, disbursement, valuation, and audit of revenues associated with the leasing and production of minerals on Federal and American Indian lands with collections of an estimated \$10 billion annually.

During her career with the Department of Interior, Ms. Tschudy has directed regulatory and policy development in the areas of royalty valuation; Native American Indian trust management, hard rock mining, and information technology. From November 1992 to October 2000, Ms. Tschudy served as the agency's Chief, Royalty Valuation Division and led the development of several valuation regulations governing Federal and Indian leases. From 2000 to 2004, she served as Program Director for ONRR's Audit and Compliance program providing leadership over delegated and cooperative audit agreements with 11 States and 7 American Indian Tribes. She was responsible for implementation of the provisions of the Energy Policy Act of 2005 and the Gulf of Mexico Energy Security Act of 2006 that impact minerals revenue management. As Deputy Director, Ms. Tschudy oversees ONRR's operations in Lakewood, Colorado.

Ms. Tschudy is a recipient of the President's Rank Award for Meritorious Service and was chosen as the Colorado Federal Executive Board's 2011 Executive of the Year. She received a Bachelor of Arts in Mathematics from the University of Colorado and a Masters of Science in Mineral Economics from the Colorado School of Mines.





ABOUT THE SPEAKERS

JOHN HOFFMAN
PRESIDENT AND CEO
BLACK ELK ENERGY



John Hoffman is a Registered Professional Engineer with over thirty years of Industry experience. Internationally, he is a well traveled, seasoned veteran, with a wide network. Hoffman has extensive experience in field development and operations, onshore and offshore.

Prior to starting and building Black Elk Energy, Hoffman held various leadership positions in Amoco, Gulf of Suez Petroleum, BP Americas and Stone Energy. His new field development experience spans internationally in the Egyptian Western Desert and Gulf of Suez. In the United States, his developments include major projects in deepwater Gulf of Mexico as well as on the Shelf margins. Hoffman has extensive exploitation experience and knowledge with a unique demonstrated track record of increasing reserves and production while lowering costs. He has numerous publications in journals for his work on sand control, subsea wells and innovative coiled tubing pipelines.

In late 2007, Hoffman initiated a new oil & gas company, Black Elk Energy. Black Elk is well known as a good corporate citizen with their activities and fund raisers to support communities and multiple charitable organizations. Black Elk recently raised \$150m in bonds to fund the operations strategy.

Hoffman's superior abilities have been recognized by his peers several times throughout the years of his dedication to the industry. During his time with Gulf Suez Petroleum, Hoffman was awarded the Chairman's Award for Operational Excellence. He received this prestigious Chairman's Award once more during his tenure with Amoco while working the Amoco Deepwater Strategy. Further distinguishing his superior business skills, Hoffman was recently honored as a winner of Ernst & Young Entrepreneur Of The Year® Gulf Coast Area Award.



ABOUT THE SPEAKERS

ADM. THAD ALLEN, USCG (RET) **COMMANDANT OF THE COAST GUARD** **(2006-2010)** **AND NATIONAL CRISIS EXPERT**



On May 1, 2010, President Barack Obama selected Admiral Thad Allen to serve as the National Incident Commander for the unified response to the Deepwater Horizon oil spill, a position he held concurrently while finishing his tenure as the 23rd Commandant of the Coast Guard. In May 2010, Allen completed his duties as commandant, but continued to serve his nation as the National Incident Commander in lieu of retiring at that time. He officially retired from active duty on June 30th, 2010 after 39 years of service.

Prior to his assignments as commandant and the Coast Guard chief of staff, Allen served as commander of the Coast Guard Atlantic Area in Portsmouth, Virginia, where he led the Coast Guard's Atlantic Area response forces following the terrorist attacks of September 11, 2001. In 2005, Allen was designated the principal federal official for Hurricane Katrina and Rita responses and recovery operations throughout the Gulf region.

Now, Allen is one of George Washington University's Distinguished Professors of Practice. He teaches a course entitled "Leadership in Large, Complex Organizations." It focuses on how large, complex organizations react to and manage unprecedented, anomalous events such as Hurricane Katrina, the Deepwater Horizon oil spill and the Haitian Earthquake.

A native of Tucson, Arizona, Allen graduated from the U.S. Coast Guard Academy in 1971. He holds a Master of Public Administration degree from the George Washington University and a Master of Science degree from the Sloan School of Management of the Massachusetts Institute of Technology.



ABOUT THE SPEAKERS

JAY CRANFORD

PARTNER

CLARK LYTLE GEDULDIG & CRANFORD



Jay Cranford brings more than 15 years of government and public policy experience to Clark Lytle Geduldig & Cranford. Immediately prior to joining the firm, Cranford served as an Assistant for Policy to the Speaker of the House of Representatives, Rep. John Boehner of Ohio. He joined the Boehner

Leadership team in 2006, when Speaker Boehner was elected Majority Leader. Cranford served as the Leader's direct liaison for policy issues covering six committees – Energy & Commerce; Transportation & Infrastructure; Natural Resources; Science & Technology; Agriculture; and the Select Committee on Energy Independence and Global Warming – and was responsible for developing, implementing, and managing comprehensive oversight and legislative strategies reflecting the goals of the Leader and the Republican conference. As a top advisor to the Speaker, Cranford worked closely, and coordinated legislative strategy, with rank-and-file Members and their staff, House and Senate Leadership and Committees, and key White House and federal agency personnel. He also led ad hoc Member and staff level working groups on issues ranging from energy and the environment to telecommunications and technology.

Prior to his service to Speaker Boehner, Cranford served as staff director for the House Resources Subcommittee on Energy and Minerals. He began his work in public policy as a staff member serving then-Representative and current Senator Saxby Chambliss of Georgia, and later served on the staffs of Congressmen Bob Barr of Georgia and Jim Gibbons of Nevada.

Cranford's private sector experience includes serving as the Director of Government Affairs at the National Ocean Industries Association (NOIA) and Director of Government Affairs at the El Paso Corporation, a natural gas exploration and transportation company. Cranford holds a Bachelor of Science in Environmental Health and Science from the University of Georgia, Athens.





NOIA WELCOMES NEW MEMBERS

(SINCE 2010 FALL MEETING)

Amegy Bank

Houston, Texas

American Fire & Safety LLC

New Iberia, Louisiana

Black Elk Energy

Houston, Texas

Blue Marlin Services of Acadiana

Carencro, Louisiana

Brownstein Hyatt Farber Schreck LLP

Washington, DC

Cenergy International Energy Services

Houston, Texas

Contango Oil & Gas Corporation

Houston, Texas

Deepwater Wind

Providence, Rhode Island

The Cross Group

Houma, Louisiana

Deltide Energy Services

Harvey, Louisiana

Deltide Fishing & Rental Tools

Harvey, Louisiana

Ellsworth Corporation

Metairie, Louisiana

Galloway Johnson Tompkins Burr & Smith

Lafayette, Louisiana

Kilgore Marine

Lafayette, Louisiana

LLOG Offshore Exploration

Covington, Louisiana

Logica North America

Houston, Texas

Marubeni Oil and Gas Corporation

Houston, Texas





NOIA WELCOMES NEW MEMBERS

(SINCE 2010 FALL MEETING)

MTN Satellite Communications

Miramar, Florida

Murphy Exploration & Production Co.

Houston, Texas

Natural Gas Partners

Houston, Texas

New Tech Global Ventures

Houston, Texas

Panther Energy

Tulsa, Oklahoma

Perkins Coie LLP

Washington, DC

Pharma-Safe Industrial Services Inc.

Lafayette, Louisiana

Premier Industries Inc.

Belle Chasse, Louisiana

ProSep Inc.

Houston, Texas

Qtac Environmental Services

Houston, Texas

Rattler Tools

Harvey, Louisiana

Red Willow Production

Ignacio, Colorado

Southern Ute Indian Tribe Growth Fund

Ignacio, Colorado

Steptoe & Johnson LLP

Washington, DC

Telos Resources LLC

Houston, Texas

Terresolve Technologies

Mentor, Ohio

Texas Institute of Science

Richardson, Texas



NEXT NOIA MEETING:
2012 Annual Meeting
March 14-16
Mandarin Oriental
Washington, DC

