

MESSAGE FROM THE CHAIRMAN

Welcome to the 2010 NOIA Annual Meeting at the Mandarin Oriental, Washington, DC.

This is a critical time in the formulation of Energy Policy effecting the development of oil and gas production and alternative energy in our coastal waters. The range of possible outcomes is wide, with some proposals likely to work against the development we believe is essential. The time to make our positions heard is now!



We must work together as an industry to get our important messages to policy makers and the public. The National Ocean Industries Association is following these challenges closely and is fully engaged with the legislators and regulators that affect the industry's operating environment.

The NOIA staff has put together an outstanding meeting program, which affords a unique opportunity to exchange information and ideas with policy makers and thought leaders across a range of issues, while leaving ample time to network with fellow executives from all sectors of our industry.

A handwritten signature in black ink that reads "T. Jay Collins". The signature is fluid and cursive, with the first name "T. Jay" and the last name "Collins" clearly distinguishable.

T. Jay Collins
President and CEO Oceaneering International, Inc.
and 2009-2010 NOIA Chairman

SCHEDULE

WEDNESDAY, APRIL 21:

12:00 p.m. - 6:30 p.m.

Registration - *Grand Ballroom Foyer*

12:00 p.m. - 5:00 p.m.

Hospitality Suite - *Sackler*

2:30 p.m. - 3:25 p.m.

Finance Committee - *Oriental C*

3:35 p.m. - 5:05 p.m.

Executive Committee - *Hirshhorn*

(closed session)

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

Welcome Reception - *Grand Ballroom A*

SCHEDULE

THURSDAY, APRIL 22:

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

Hospitality Suite - *Sackler*

8:30 a.m. - 9:45 a.m.

Breakfast - *Grand Ballroom C*

Speaker: Kellyanne Conway
“Hot Topics, Hot Races & Hot Buttons:
Who and What to Watch in 2010”

10:00 a.m. - 11:30 a.m.

General Session - *Grand Ballroom A*

Panel Discussion: “A View from
Washington: Perspectives 2010”

Moderator: Thomas DeFrank,
Legendary Presidential Reporter
Panelists: Jonah Goldberg,
best-selling author and founding
editor of National Review Online
Ron Elving, Senior Washington Editor
for National Public Radio
Robert W. Merry, Former President of
Congressional Quarterly
Kimberly Dozier, CBS News
Correspondent and Best-Selling
Author of *Breathing the Fire*

11:40 a.m. - 12:10 p.m.

General Session - *Grand Ballroom B*

Speaker: David Hayes
Deputy Secretary
Department of the Interior

12:15 p.m. - 2:00 p.m.

Lunch - *Grand Ballroom C*

Speaker: General Hugh Shelton,
Former Chairman Joint Chiefs of Staff
“America’s Challenge: Dealing with
the Middle East, Terrorism, and an
Uncertain Future”

2:10 p.m. - 3:00 p.m.

General Session - *Grand Ballroom A*

Speaker: Admiral Thad W. Allen,
Commandant, U.S. Coast Guard

3:10 p.m. - 3:55 p.m.

Technology Policy Committee
Grand Ballroom B
Speaker: Bud Danenberger

4:05 p.m. - 5:00 p.m.

Board of Directors & Membership
Committee - *Grand Ballroom C*

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

Reception - *Grand Ballroom Foyer*

7:30 p.m. - 10:00 p.m.

Annual Banquet - *Grand Ballroom AB*
featuring “The Three Waiters”

SCHEDULE

FRIDAY, APRIL 23:

7:00 a.m. - 12:30 p.m.

Hospitality Suite - *Sackler*

8:00 a.m. - 9:20 a.m.

Breakfast - *Grand Ballroom A*

Speaker: Sen. Mike Haridopolos,
President-Designate of the Florida
Senate

9:30 a.m. - 10:00 a.m.

General Session - *Grand Ballroom B*

Speaker: Rep. Doc Hastings R-WA
(Invited)

10:10 a.m. -10:50 a.m.

General Session - *Grand Ballroom C*

Speaker: Robin West, Chairman, PFC
Energy: “Surging Tides: New places,
new players”

11:00 a.m. -11:40 a.m.

Government Affairs Committee

Grand Ballroom B

Speaker: Jeffrey Holmstead, Partner,
Bracewell & Giuliani

11:45 a.m. -12:30 p.m.

Joint Meeting:

Public Affairs & Education

Committee/Health, Safety, Security &

Environment Committee

Oriental A

12:30 p.m. - 1:30 p.m.

Buffet Lunch - *Grand Ballroom A*

ABOUT THE SPEAKERS

KELLYANNE CONWAY

PRESIDENT AND CEO THE POLLING COMPANY™, INC.



Kellyanne Conway is President and Chief Executive Officer of the polling company™, inc., a market research, public affairs and political consulting firm headquartered in Washington, DC and founded in 1995. Microsoft Corporation, Philip Morris (Altria), ABC News, Major League Baseball, Spelling Entertainment, New York Magazine, The New York Post, and Safeway

Companies are among the many clients who have sought Conway's expertise.

Conway has been heralded for her political acuity, wit and insight, and has provided commentary for hundreds of television shows on ABC, CBS, NBC, PBS, CNN, CNBC, MSNBC, and the Fox News Channel, and countless radio shows and print stories. Her polling data and op-eds have been published by The Wall Street Journal, The Washington Post, The New York Times, The New York Post, The Washington Times, USA Today, and National Review.

Prior to forming the polling company™, inc., Conway served as Corporate Council and Senior Account Executive to the Luntz Research Companies. She was also employed by The Wirthlin Group.

ABOUT THE SPEAKERS

MODERATOR

THOMAS DEFRANK

LEGENDARY PRESIDENTIAL REPORTER

One of Washington's most respected president-watchers, Tom DeFrank is a veteran political journalist and author. As Washington bureau chief of the New York Daily News, he directs coverage of the nation's capital for the country's third-largest metropolitan daily newspaper.



DeFrank was Newsweek's senior White House correspondent for a quarter century and also served as deputy chief of the magazine's Washington bureau for twelve years. Assigned to the White House beat since 1970, DeFrank has covered seven presidents: Nixon, Ford, Carter, Reagan, Bush, Clinton, and Bush. He is second only to Helen Thomas in terms of longevity on the White House beat and still spends most of his time reporting on the White House. He is the only newsmagazine correspondent to win both of the White House Correspondents' Association awards for distinguished Presidential reporting.

DeFrank is the co-author of *Bare Knuckles and Back Rooms*, the 1996 best-selling memoir of controversial Republican political consultant Ed Rollins. He also co-authored *The Politics of Diplomacy*, the memoirs of former Secretary of State James A. Baker III, and *Quest for the Presidency 1992*, Newsweek's critically-acclaimed, behind-the-scenes look at the Clinton-Bush election, published in 1994.

A native of Arlington, Texas, DeFrank is a 1967 high honors graduate of Texas A&M University, where he edited the campus newspaper, and has a master's degree from the University of Minnesota.

ABOUT THE SPEAKERS

PANELIST

JONAH GOLDBERG

BEST-SELLING AUTHOR AND FOUNDING EDITOR OF NATIONAL REVIEW ONLINE



Jonah Goldberg is one of the most prominent young conservative journalists on the scene today and America's most widely-read political columnist under the age of 40. Goldberg is a contributing editor to National Review, was the founding editor of National Review Online, and works as a contributor to FOX News. He is also a weekly columnist for the Los Angeles Times and his syndicated column appears regularly in the Chicago Tribune, Philadelphia Inquirer, San Francisco Chronicle, Kansas City Star, St. Louis Post-Dispatch, Washington Examiner, Miami Herald, Manchester Union Leader and scores of other newspapers. He was nominated in 2008 for a Pulitzer Prize.

His first book, *Liberal Fascism: The Secret History of the American Left from Mussolini to the Politics of Meaning* (Random House/Doubleday) was a #1 New York Times and Amazon best-seller and remains the bestselling – and most controversial – new political book of 2008.

Goldberg is a regular political commentator on CNN and has served as a guest host on Crossfire and as a regular panelist on Wolf Blitzer's Late Edition. He was senior producer of the award-winning series Think Tank with Ben Wattenberg on PBS.

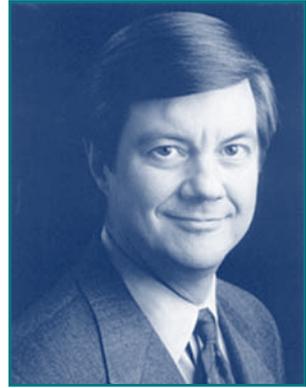
Goldberg grew up in New York City. He is a graduate of Goucher College, where he was one of the first men to attend the formerly all-women's college. After Goucher, he taught English in Czechoslovakia and, later, was a researcher at the American Enterprise Institute in Washington, DC where he currently resides.

ABOUT THE SPEAKERS

PANELIST

RON ELVING

SENIOR WASHINGTON EDITOR FOR NATIONAL PUBLIC RADIO



Ron Elving is the senior Washington editor for National Public Radio news, where he is responsible for news of the capital and national politics and is heard often as an on-air analyst. He was previously the political editor for USA Today and for Congressional Quarterly, Inc.

Mr. Elving writes the twice-weekly column “Watching Washington” for NPR.org, where you can also find his weekly podcast with Ken Rudin titled, It’s All Politics. His articles have been published by the Washington Post, the Brookings Institution, the Media Studies Journal, and the American Political Science Association.

His book, *Conflict and Compromise: How Congress Makes the Law*, was published by Simon & Schuster and he has contributed to more than a dozen reference works published by Congressional Quarterly Press.

Mr. Elving has taught as an adjunct professor in the School of Public Administration at George Mason University and at Georgetown University, American University, and Marquette University.

He came to Washington in 1984 as a Congressional Fellow with the American Political Science Association and worked for two years as a staff member in the House and Senate.

He received his bachelor’s degree from Stanford University and master’s degrees from the University of Chicago and the University of California at Berkeley.

ABOUT THE SPEAKERS

PANELIST

ROBERT W. MERRY **FORMER PRESIDENT OF** **CONGRESSIONAL QUARTERLY**



Robert W. Merry is the former president of Congressional Quarterly, Inc. and also served as editor-in-chief.

Mr. Merry began his career at the Denver Post, where he covered the Colorado Senate and local politics. After two years at the Post, he became a national political correspondent for the now-defunct National Observer, a Dow Jones newspaper. When it founded in 1977, Mr. Merry moved to the Washington bureau of the Wall Street Journal. During nine years at the Journal, Mr. Merry covered a wide range of subjects. As a labor reporter, he wrote about national politics and President Carter's wage-price program. As a congressional correspondent in the early 1980s he covered President Reagan's tax and budget initiatives and the 1983 Social Security bill. He covered the 1984 presidential campaign and worked for two years as White House reporter.

During this time, Mr. Merry made numerous appearances on public-affairs television programs, including Meet the Press, Face the Nation, CNN's Newsmakers, Good Morning America, and C-SPAN.

Merry is an author of several critically-acclaimed books, including the recently released A Country of Vast Designs: James K. Polk, the Mexican War and the Conquest of the American Continent.

He recently joined STRATFOR, a leading intelligence and analytical organization, as publisher.

ABOUT THE SPEAKERS

PANELIST

KIMBERLY DOZIER

CBS NEWS CORRESPONDENT AND BEST-SELLING AUTHOR



CBS News correspondent Kimberly Dozier has covered Iraq and the Middle East extensively for the CBS Evening News, CBS' Sunday Morning, The Early Show, and CBS Radio News. She now covers the White House and the Pentagon for CBS News' Washington bureau, concentrating mainly on national security issues.

Dozier published a memoir, "Breathing the Fire: Fighting to Report and Survive the War in Iraq", detailing her recovery from a deadly car bomb that hit her team while covering a 4th ID patrol in Baghdad in May 2006.

Her assignments for television and radio have spanned several continents—from Iraq under Saddam to the invasion of Afghanistan and the hunt for Osama bin Laden at Tora Bora, to the Kosovo refugee exodus, to Vladimir Putin's election, to the downing of the US spy plane in China and the violence of Northern Ireland's not-so-peaceful peace process.

Dozier has received multiple awards including a 2008 Peabody Award and the 2008 RTNDA/Edward R. Murrow Award for a CBS News Sunday Morning report on two women veterans who lost limbs in Iraq. She received another Murrow Award in 2002 as part of the CBS team reporting on Afghanistan. She received a 2009 Sigma Delta Chi Award for her coverage on the CBS Evening News of the troops on the home front.

And she was the first woman journalist recognized for her reporting with a Tex McCreary award from the National Medal of Honor Society.

ABOUT THE SPEAKERS

THE HONORABLE DAVID J. HAYES **DEPUTY SECRETARY OF THE INTERIOR**



David J. Hayes was confirmed as Deputy Secretary of the Department of the Interior on May 20, 2009.

The second highest ranking official at the Department of the Interior, Hayes serves as the Department's Chief Operating Officer and has authority over all of the Department's bureaus and agencies. He is involved in implementing the Secretary's priorities for the Department, including climate change, conservation, responsible energy development, trust responsibilities to American Indians and Alaskan Natives, western water issues, and other matters relating to Interior's mission to conserve our nation's natural and cultural resources.

Hayes previously served as the Deputy Secretary and counselor to the Secretary of the Interior in the Clinton Administration. He is a former chairman of the Board of the Environmental Law Institute; he served as a Senior Fellow for the World Wildlife Fund, and was the Vice-Chair of the Board of American Rivers. Hayes was a consulting professor at Stanford University's Woods Institute for the Environment and he has written and lectured widely in the environmental and natural resources field. He has also worked in the private sector where he chaired the Environment, Land and Resources Department at Latham and Watkins, an international law firm.

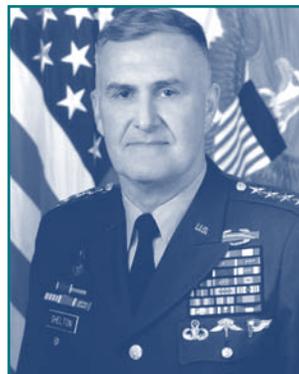
A native of Rochester, NY, Hayes graduated summa cum laude from the University of Notre Dame and received his J.D. from Stanford University. He is the former Chairman of the Board of Visitors for Stanford Law School.

ABOUT THE SPEAKERS

GENERAL HUGH SHELTON

FORMER CHAIRMAN OF THE JOINT CHIEFS OF STAFF (JCS)

Former Chairman of the Joint Chiefs of Staff (JCS) General Shelton served 38 years in a variety of command and staff positions in the continental United States, Hawaii, and Vietnam. He became the 14th chairman of the JCS in 1997. Throughout his tenure as chairman, U.S. forces were in heavy demand, and participated in numerous joint operations around the globe.



General Shelton holds a master's degree from Auburn University, and has attended Harvard University, the Air Command and Staff College, and the National War College. He has been decorated for distinguished service by numerous military and civilian organizations in the United States and overseas. Honored with the Congressional Gold Medal, the highest award the United States Congress can bestow, he has been internationally recognized for his public service and was knighted by Queen Elizabeth.

Shelton suffered a spinal cord injury in the spring of 2002. Initially given little chance of walking again or using his hands, he is now close to full recovery, and continues to be an inspiration to others. He currently runs the General Shelton Leadership Challenge Institute at North Carolina State University, which provides K-12 and college students the opportunity to develop values-based leadership skills.

Shelton recently released the book *Secrets of Success*, a compilation of interviews with prominent men and women who focus on values-based leadership. His autobiography, *Without Hesitation or Reservation*, will be published in 2010.

ABOUT THE SPEAKERS

ADMIRAL THAD W. ALLEN

COMMANDANT

U.S. COAST GUARD (USCG)



As 23rd Commandant of the USCG, Admiral Thad W. Allen leads the largest component of the Department of Homeland Security (DHS), comprised of about 42,000 men and women on Active Duty, 7,000 civilians, 8,000 Reservists and 34,000 volunteer Auxiliarists.

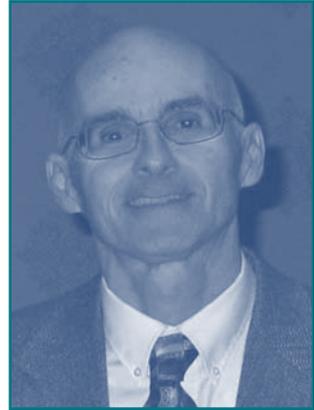
In his 38 years of service, Admiral Allen has held operational command both at sea and ashore, conducting missions to support the maritime safety, security and environmental stewardship interests of the Nation. As a Flag Officer, he served as the Principal Federal Official for response and recovery operations for Hurricanes Katrina and Rita, while also serving as the Coast Guard Chief of Staff. He was responsible for leading Coast Guard forces as Commander of the Atlantic Area and U.S. Maritime Defense Zone Atlantic. Prior to that he commanded the Seventh Coast Guard District, where he directed all operations in the Southeastern United States and Caribbean. He served aboard cutters Androscoffin and Gallatin and commanded the Citrus. He wore a dual hat as Commanding Officer of Group Long Island Sound and Captain of the Port, and he commanded Group Atlantic City and Long-Range Aids to Navigation (LORAN) Station Lampang, Thailand.

Admiral Allen graduated from the USCG Academy in 1971. He holds a Master of Public Administration degree from the George Washington University, a Master of Science degree from the Sloan School of Management of the Massachusetts Institute of Technology and an Honorary Doctorate of Science from the National Graduate School. He is a Fellow of the National Academy of Public Administration, and is a member of the Council on Foreign Relations.

ABOUT THE SPEAKERS

ELMER PETER DANENBERGER III (BUD) ENERGY BLOGGER

Recently retired from the Minerals Management Service, Elmer Peter Danenberger III (Bud) authors the blog Bud's Offshore Energy (BOE), Energy Production, Safety, Pollution Prevention, and More. Prior to his retirement, Bud served as Chief of Offshore Regulatory Programs with responsibilities for safety and pollution-prevention research, engineering support, operating regulations, and inspection and enforcement programs.



Bud was employed as an engineer in the Department of the Interior's offshore oil and gas program for 38 years serving as a staff engineer in the Gulf of Mexico regional office; Chief of the Technical Advisory Section at the headquarters office of the U.S. Geological Survey; District Supervisor for Minerals Management Service (MMS) field offices in Santa Maria, California, and Hyannis, Massachusetts; and as Chief of the Engineering and Operations Division at MMS headquarters.

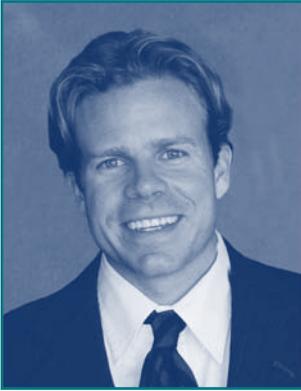
Among other awards, Bud is a recipient of the Distinguished Service Award – the Department of Interior's highest honor award, and the US Coast Guard's Meritorious Public Service Award. On October 10, 2009, he was inducted in the Offshore Energy Center Hall of Fame as a Technology Pioneer.

Bud is from Southampton, PA, and attended George C. Shel mire Elementary School and William Tennent High School. He earned a B.S. degree in Petroleum and Natural Gas Engineering and a Masters degree in Environmental Pollution Control, both from Pennsylvania State University.

ABOUT THE SPEAKERS

SENATOR MIKE HARIDOPOLOS

**PRESIDENT-DESIGNATE
FLORIDA STATE SENATE**



Senator Mike Haridopolos was first elected to the Florida House of Representatives in 2000, then to the Florida Senate in March of 2003. He was re-elected to the Senate in 2006 and will seek re-election to his final term in the Senate in 2010. In December of 2009, Haridopolos was unanimously designated by his colleagues to be the next President of the Florida Senate. He will become Florida's 96th Senate President following the November 2010 general election.

Haridopolos has stood up for Floridians against more government, higher taxes, and unrestrained spending in Tallahassee. He is a co-founder of the Freedom Caucus that led the fight against tax increases and annually signs Americans for Tax Reform's Taxpayer Protection Pledge to "oppose and vote against any and all efforts to increase taxes." He is currently working on a proposal to open Florida's state waters in the Gulf of Mexico to oil and gas exploration.

He serves as Chairman of the Senate Committee on Energy, Environment and Land Use and the Senate Committee on Reapportionment. In addition to these Chairmanships, Haridopolos sits on committees for Social Responsibility, Ways and Means, Communications, Energy and Public Utilities, Health and Human Services Appropriations, Judiciary, Transportation, and the Select Committee on Florida's Economy, and Intergovernmental Relations.

Mike represents District 26, which includes parts of Brevard, Indian River, Osceola, and St. Lucie Counties. He is married to Stephanie Haridopolos, M.D., and they have three children: Alexis, Hayden, and Reagan.

ABOUT THE SPEAKERS

THE HONORABLE DOC HASTINGS

**U.S. REPRESENTATIVE (R-WA)
(INVITED)**



At the start of the 111th Congress Doc Hastings was selected by his colleagues to serve as the top Republican on the House Natural Resources Committee.

The Natural Resources Committee has jurisdiction over most federal land use and water policies, including national forests, national parks and monuments, wilderness areas, national scenic areas, Indian reservations and BLM lands. The Committee has a major role in producing more American-made energy, with control over hydropower, and oil and gas reserves on public lands and waters.

Doc also serves as co-chair of the Northwest Energy Caucus and is a member of the Specialty Crop Caucus and the Rural Health Care Coalition.

Before serving in Congress, Doc served eight years in the Washington State Legislature.

After graduating from Pasco High School, Doc studied business administration at Columbia Basin College and at Central Washington University. Later, while running his family's small business, Columbia Basin Paper and Supply, Doc established himself as a leader in the local business community.

Doc and his wife Claire live in Pasco. They have three children and eight grandchildren.

ABOUT THE SPEAKERS

J. ROBINSON WEST **CHAIRMAN, PFC ENERGY**



PFC Energy Founder and Chairman J. Robinson (Robin) West has advised Chief Executives of leading international oil and gas companies and national oil companies on corporate strategy, portfolio management, acquisitions, divestitures, and investor relations.

Before founding PFC Energy in 1984, Robin served in the Reagan Administration as Assistant Secretary of the Interior for Policy, Budget and Administration, with responsibility for US offshore oil policy. Robin conceived and implemented the five-year Outer Continental Shelf (OCS) Leasing Schedule.

Between 1977 and 1980, he was a First Vice President of Blyth, Eastman, Dillon & Co., Inc., an investment banking firm and was a member of its operating committee.

Robin was appointed to the National Advisory Committee on Oceans and Atmosphere in 1977. He also served in the Ford Administration as the Deputy Assistant Secretary of Defense for International Economic Affairs. He has served on the White House Staff and as a director of the United States Institute of Peace. He is also a member of the National Petroleum Council and the Council on Foreign Relations.

Robin is President of the Wyeth Endowment for American Art. He was a trustee of the Trans-Alaska Pipeline Liability Fund, and has served on the Chief of Naval Operations Executive Panel, the Industry Policy Advisory Committee on Multilateral Trade Negotiations of the US Trade Representative, and the National Advisory Committee on Handicapped Children. Robin received a B.A. degree from the University of North Carolina at Chapel Hill and a J.D. from Temple University.

ABOUT THE SPEAKERS

JEFF HOLMSTEAD

PARTNER, BRACEWELL & GIULIANI

Jeff Holmstead, former Assistant Administrator of the United States Environmental Protection Agency (EPA) for Air and Radiation, is one of the nation's leading air-quality lawyers and heads the Environmental Strategies Group (ESG) at Bracewell & Giuliani. Under Holmstead's leadership, they work together on a daily basis to advise and defend companies and business groups confronting major environmental and energy-development challenges, both domestically and globally. Holmstead and the ESG advise and defend companies and business groups confronting major environmental and energy-development challenges, both domestically and globally. He has worked with clients in a number of industries on issues related to climate change, Clean Air Act policy and enforcement, and energy policy.



Mr. Holmstead headed EPA's Office of Air and Radiation from 2001 – 2005, longer than anyone in EPA history. During his tenure, he was the architect of several of the agency's most important initiatives, including the Clean Air Interstate Rule, the Clean Air Diesel Rule, the Mercury Rule for power plants and the reform of the New Source Review program. He also oversaw the development of the Bush Administration's Clear Skies Legislation and key parts of its Global Climate Change Initiative.

Mr. Holmstead was a partner in the Environmental Group of Latham & Watkins, which he joined in 1993. Between 1989 and 1993, Mr. Holmstead served on the White House Staff as Associate Counsel to former President George H.W. Bush. From 1987 to 1988, he served as a law clerk to Judge Douglas H. Ginsburg on the U.S. Court of Appeals for the District of Columbia. He holds a J.D. from Yale Law School, and a B.A. summa cum laude from Brigham Young University.

ENTERTAINMENT

THE THREE WAITERS **OPERA SINGING WAITERS**



The Three Waiters is a truly unique concept. This is not a “wacky waiters” show, and in fact is quite the opposite. The show provides sophisticated, high quality entertainment made up of some of the best performers that opera and music theatre have to offer.

The structure and content of The Three Waiters suits a wide spectrum of audience taste by taking away the seriousness often associated with opera and adding an element of fun, spontaneity and surprise. With repertoire consisting of arias made famous by “The Three Tenors” along with well-known songs from popular musicals, The Three Waiters has proven equally successful to audiences of football players and auto mechanics, as well as the most discerning opera buffs, high-end corporate executives and Heads of State.