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# Beyond Parking Meters

**Does Managed Competition  
Generate Better Service?**

Shaw Environmental & Infrastructure



# Corporate Profile

The Shaw Group Inc.® is a leading global provider of engineering, design, construction, technology, fabrication, remediation and support services for private sector and government clients in the energy, chemicals, environmental, infrastructure and emergency response industries.

- **Headquarters:** Baton Rouge, LA
- **Stock Ticker:** NYSE: SHAW
- **Number of employees:** 27,000
- **FY 2010 Revenue:** \$7 billion
- **Website:** [www.shawgrp.com](http://www.shawgrp.com)

**FORTUNE**  
**500**  
**TOP 500 LARGEST US FIRMS**  
#309

## Operating Segments

**Power**  
(formerly Fossil,  
Renewables & Nuclear)



**Plant Services**  
(formerly Maintenance)



**Energy & Chemicals**



**Fabrication & Manufacturing**



**Environmental & Infrastructure**



# Does Managed Competition Generate Better Service?

- What do you mean by better?
- How much time do you have?
- Are you trying to improve a specific service or the ability of the government to deliver all key services?
- Do you really think public employees can win?
- What action will you take if they don't?

# Does Managed Competition Generate Better Service?

- What do you mean by better?
  - Modernize infrastructure
  - Improve service and convenience
  - Increase revenue
  - Reduce long term liabilities
- Sound Great?
  - Chicago Parking Meter Deal
  - Citizens and bureaucrats don't necessarily see eye to eye (NY City Center on Municipal Government Performance)

# Does Managed Competition Generate Better Service?

- What do you mean by better?
- How much time do you have?
  - Many governments do not
    - Measure performance
    - Calculate the full cost of services
    - Benchmark
    - Have clearly defined service expectations



# Does Managed Competition Generate Better Service?

- Are you trying to improve a specific service or the ability of the government to deliver all key services?
  - Limited past measurement probably means lots of opportunity for improvement
  - State and local governments across the country are facing chronic structural deficits
  - 60% to 80% of costs are tied to personnel
  - Most services are discretionary

# Does Managed Competition Generate Better Service?

- Do you really think public employees can win?
  - Cost structure
  - Capital investment
- What action will you take if they don't?
  - Reduce cost
  - Redeploy resources



# Where To Start?

- Mission support services
- Service expansion
- Services with clear opportunity for competitive benchmarking
- Funds where the need is clear and the impact will be material

# Questions

Shaw Environmental & Infrastructure Group, Inc.

Bill Abolt

(312) 499-3525

[bill.abolt@shawgrp.com](mailto:bill.abolt@shawgrp.com)

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A Fortune 500  
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