

# Los Angeles Section

*Monthly: Est. 1913*

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## PRESIDENT'S MESSAGE

Yazdan Emrani, P.E.  
Los Angeles Section President



### Mentoring the Next Generation: Part II How to manage Generational Differences in the Work Place?

In last month's column I talked about "Mentoring" in broad or macro terms. Although the discussion focused on a one-on-one role for "mentors" and "mentees", the premise assumed that both parties involved, share the same vision and outlook towards their work. Now, technically speaking, a mentor and a mentee are not at the same level and they do not share the same technical knowledge base. But, what about mentees' work outlook, and expectations? Do they listen and implement suggestions and advise in the same manner that you would or did when you were starting out?

There is a new challenge in the workplace, and it has nothing to do with downsizing, global competition, recession, stress or greed. Instead, it is the issue of distinct generations; namely the Veterans (1922-1945), the Baby Boomers (1946-1964), Generation X or Gen X (1965-1980), and Generation Y (1981- 2000), or Millennials as they are often referred to, working together and sometimes colliding as their paths cross. Individuals with different values, different ideas, different ways of getting things done and different ways of communicating in the workplace have always existed. So, why is this becoming an issue now? Think of the last time you heard comments like these; "You're right, but I'm the boss!", "Just do your job!", "I remember when ...", "The kid wants a promotion after six months on the job", or simply "No!"

How did you react? Were you offended? Were you okay with the comment? Did you understand, or not understand, why someone would say these words? The words and your reaction, as well as the reactions of others, reflect generational differences in the workplace.

There was a time when older workers were the bosses and younger workers did what was asked of them, no questions asked. There were definite rules as to how the boss was treated and how younger workers treated older workers. No longer: Roles today are all over the place and the rules are being rewritten daily. At work, generational differences can affect everything, including recruiting, building teams, dealing with change, motivating, managing, and maintaining and increasing productivity. Think of how generational differences, relative to how people communicate, might affect misunderstandings, high employee turnover, difficulty in attracting employees and gaining employee commitment. Research indicates that people communicate based on their generational backgrounds. Each generation has distinct attitudes, behaviors, expectations, habits and motivational buttons. Learning how to communicate with the different generations can eliminate many major confrontations and misunderstandings in the workplace and the world of business.

So, how do you manage intergenerational groups with potential conflicting work ethics, dissimilar values and idiosyncratic styles? How do you motivate your team to get along or work together? Every generation has created its own commotion as it has entered

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## Dr. Cris B. Liban: Appointed as L.A. Board of Transportation Commissioner



Dr. Cris B. Liban, P.E. has recently been appointed by Mayor Eric Garcetti to be one of the commissioners for the LA Board of Transportation. This appointment was confirmed during the LA City Council meeting on Tuesday, May 20, 2014. In his newly appointed position, Dr. Liban will be responsible for executing a number of duties concerning city streets, off-street parking facilities, the Special Parking Revenue Fund (subject to City Council approval), and regulation of for hire-vehicles other than taxicabs.

While a Commissioner, he will concurrently continue to serve as the Deputy Executive Officer for the Environmental Compliance and Services Department of the LA County Metropolitan Transportation Authority (MTA). In this capacity, Dr. Liban oversees the MTA's environmental and resource and energy management programs, climate change management, environmental policy development and implementation, and electric vehicle charger network.

In addition to his plethora of work experience with MTA, Dr. Liban also serves as co-chair of the board of directors of Filipino American Service Group, Inc. (FASGI), an LA-based organization that specifically serves underserved members of the Historic Filipinotown community.

He also serves on several American Public Transportation Association (APTA) Working Groups as well as co-chairs the APTA Sustainability Commitment Sub-Committee. Additionally, he holds leadership roles in a number of committees in the National Academies of Science's

Transportation Research Board and the American Society of Civil Engineers. He has been a technical resource in a number of national, state and local energy, sustainability, environmental, and climate change management research projects, including those conducted through the UCLA Fielding School of Public Health, UCLA Luskin Institute, and UCLA Institute of the Environment. Many of his work has been funded by federal, state, and local sources.

Many of the local solutions that Dr. Liban has implemented at the MTA have become a national template to solve transit agency environmental challenges. One of them is an internationally certified environmental management system (EMS) that provides a systematic approach to reduce his agency's energy, climate change, and environmental impacts and those of the surrounding community. Many of MTA's policies and programs have also been adopted by other agencies. One policy, in particular, is the Green Construction Policy, which requires identifying and mitigating the impacts of diesel-related emissions on human health, the environment, and climate for on-road and off-road construction and equipment that are used in MTA construction projects. This policy has been recognized by the US EPA Region IX as "one of the best non-regulatory market-based policies implemented by a public entity".

Dr. Liban combines an interdisciplinary science, engineering, and public health background to envisioning a resilient transportation system that simultaneously brings communities together and enhances the health and welfare of the people in those communities while working on a more vibrant, economically active, safe, and sustainable Los Angeles.

## Institute Update San Diego Section Geo-Institute Local Chapter

*by Jillian Gattuso, P.E., Chair, San Diego Section Geo-Institute*

The ASCE Geo-Institute San Diego Chapter consists of roughly 40 members and our monthly meetings are typically held on the fourth Wednesday of every month. At each meeting, a geotechnical professional gives a presentation regarding modern practice and design techniques both in the local community and around the world. This year's board includes Jillian Gattuso (Chair), Madan Chirumalla (Vice Chair), and Cyndi Lopez (Secretary/Treasurer).

Our group has been honored to have some very well-known speakers in the Geotechnical field present to us, including Bob Holtz and Craig Benson last year. We are working hard to continue to bring in exciting speakers to present to our group.

Our meetings consist of a social hour and dinner beginning at 6:00 pm, followed by a presentation that lasts approximately an hour with a question and answer session at the end. We encourage anyone who is interested in geotechnical engineering, seismic design, and geology to attend.

This year's previous speakers/presentations included:

- **Sept 25, 2013** – Dr. Annie Kammerer, Nuclear Regulatory Commission: "Seismic Design and Risk Evaluation of Nuclear Plants" (Joint meeting with EERI, SDAG, and SEAOSD)
- **Oct 22, 2013** – Dr. Jorge Meneses, GEI Consultants: "Challenges to Engineering Design from Extreme Events" (Joint Meeting with

ASCE San Diego General Chapter)

- **Nov 20, 2013** – Evan Newman, Condon Johnson: "Design and Construction of Micropiles for The Sharp Memorial Hospital Central Tower Seismic Retrofit"
- **Feb 26, 2014** – Emil Rudolph, Ninyo & Moore: "Site geology, Various Foundation Options Employed, and Construction Challenges of the San Ysidro Land Port of Entry Redevelopment"
- **Mar 26, 2014** – Fransiscus Hardianto, The Reinforced Earth Company: "Design, Construction, and Performance of MSE Walls"
- **Apr 23, 2014** – Dr. Julio Valdes, San Diego State University: "Selected Studies of Soil Particle Breakage"
- **May 28, 2014** – Dr. Anne Lemnitzer, University of California, Irvine: "Seismic Deformation Potential of Peat Beneath Levees"

For those who would like more information, the Geo-Institute San Diego Chapter maintains our web page on the ASCE San Diego Section website under the "Groups" tab. The contact information for the board is also there and we are more than happy to add anyone interested to our mailing list.

Our next meeting is Wednesday, June 25th, 2014. Jon Kaneshiro of Parsons Corporation will give a presentation entitled "Examples of the Role of Precedence, Progress, and Probability in Geotechnical Engineering and Tunneling".

into the adult working world. And, every generation says the same things about other generations; "They don't get it" or "They have it so much easier than we did."

According to FDU Magazine, to begin to understand how individuals in different generations act and react, one must first start with understanding oneself. We must begin by seeing where we fall on the "Generation Timeline". Keep in mind that this timeline represents a conglomeration of many views, the starting and ending dates (birth years) of the generations are subjective, not scientific or fully agreed-on time spans.

For example, Boomers' core values may be optimism and hard work, whereas Millennials' core values may be realism, confidence, and fun. Not every person in a generation will share all of the various characteristics attributed to their generation. However, these examples are indicative of general patterns in the relationships between and among family members, friends and people in the workplace.

Understanding these characteristics about individuals makes it easier to look at workplace characteristics and how they manifest themselves in business. For example, Boomers may look for title or money as part of their review process. Gen X'ers want more freedom, less rules but may look for timely feedback, and Millennials want to do meaningful work and get continuous positive feedback on what they are doing. This is also important to note. Whereas Boomers tend to be workaholics and be willing to do what it takes to get the job done, sometimes at the expense of not having a balanced life; the other two younger generations want "balance" and have fun along the way.

An example, based on these traits, would be to think about how words are received differently. For example when a Boomer says to another Boomer, "We need to get the report done," it is generally interpreted by the Boomer as an order; it must be done and done now. However, when a Boomer says to a Gen X'er, "This needs to be done," the Gen X'er hears an observation, not a command, and may or may not do it immediately. A word of caution - Don't confuse character issues like immaturity, laziness or intractability with generational traits.

Let's look at a few work situations and how one might handle them.

- At annual appraisal time, a manager from the Veterans generation gives out a nice bonus for a project well done. The Gen X employee may not be happy and says, "Why didn't I get this six months ago, when the project was completed?" Gen X wants instant gratification, whereas a person in the Veterans generation is happy to get money anytime. The solution here may be for the company to explore reward plans geared to the different generations, or things like monetary rewards and recognition given at the time when it is earned.
- A Gen X manager tells a Boomer he has been working too hard and should take time off to take the family on vacation. Instead of saying thanks, the Boomer replies, "I work to get ahead, to get a promotion, not for a vacation." The next time that situation comes up; the manager might elect to give this particular employee a bonus, rather than suggest a vacation.
- A top-notch, cross-functional team with individuals from several

different generations has been set up to recommend a solution to a challenging manufacturing problem. After a couple of weeks, the manager responsible for the team cannot understand why there is constant bickering and nothing is getting done. If the manager were aware of just one characteristic of each individual relating to communication needs, he or she might understand the stalemate. The Veterans on the team are looking for handwritten notes and direct, specific requests for work to be done. The Boomers do not like to work independently, and they expect to have meetings any time, any place, and it is fine if they are called day or night. X'ers do not want to hear about the project outside of work, and don't dare call them at home. And the Millennials don't want any meetings at all, they only communicate via e-mail and text. Is it any wonder that the team is having trouble getting motivated toward the goal? At the beginning of any team formation, an effective leader should consider spending time learning how team members wish to communicate.

So, how should we communicate knowing there are definite differences in expectations and values between the different generations? There are many different ways to do this, but I like the summary below:

**Managing the Veterans Generation**, offer opportunities for them to mentor, offer opportunities to continue working, allow them to volunteer if they do not want to continue working, show them that you value their expertise and contributions

**Managing the Baby Boomers**, help them explore their next set of workplace options, and demonstrate how your organization can continue to use their talents, walk the talk on work-life balance by redesigning their jobs to accommodate multiple life demands, encourage them to enrich their present job and grow in place if they need to slow their career pace.

**Managing Generation X**, talk to them about their reputation, not just job tasks; they want your candid perspective and feedback, acknowledge their ability to work independently and encourage them to leverage their entrepreneurial abilities, help them get the most out of every job position by discussing what the job can do for them and what they can learn from it.

**Managing the Millennials**, demonstrate the stability and long-term value of your organization, and also show how your organization is flexible and filled with learning opportunities for them, provide work schedules that help them build careers and families at the same time, make groups and teams part of their job.

Good business is based on understanding others. The majority of us think the correct way, and the only way, is our way. In business, as well as in personal life, that is just not true. To work effectively and efficiently, to increase productivity and quality, one needs to understand generational characteristics and learn how to use them effectively in dealing with each individual.

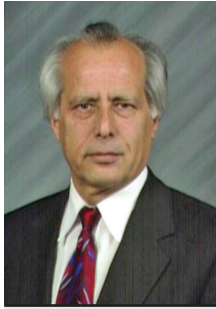
If you have a good story of effective generational management, please e-mail me. I would like to hear from you and if you like, share your experience with others.

# State Investments and Legislative Update

by Richard Markuson, Region 9 Legislative Advocate and Shahn Ahmed, Chair, Region 9 Government Relations Committee



Richard Markuson



Shahn Ahmed

## Region 9 "Drive-In"

For 2014, Region 9 replaced its annual State Capitol Fly-in with regional drive-ins where ASCE members visited their Assembly Members and State Senators in the Legislator's district office instead

of flying to Sacramento to visit in the Capitol. In place of making 4-5 visits on a fixed date, ASCE members made one or two visits with their Assembly Member and/or State Senator to introduce ASCE, explain our core values and policy goals and make, what we hope will be, long lasting connections to engage on issues that affect civil engineers and the built environment. While results varied from Section to Section, those who participated found the alternative as valuable or more valuable to the fly-in and almost 70% met directly with the Legislator. Region 9 will hold its annual Sacramento fly-in next year and will make a decision at a later date about future plans for the drive-in.

## Legislation Update

### Water Bonds

The Senate Environmental Quality Committee approved AB 1331 (Rendon D-Lakewood) that replaces the \$11.14B water bond that is currently on the November 2014 ballot with a new \$8B general obligation bond titled, "Clean, Safe, and Reliable Drinking Water Act of 2014."

The bond allocates \$1.0 b for Clean and Safe Drinking Water, \$1.5 b for Protecting Rivers, Lakes, Streams, Coastal Waters, and Watersheds, \$2.0 b for Climate Change and Drought Preparedness for Regional Water Security, \$1.0 b for Delta sustainability, and \$2.5 b for water storage.

**AB 1331** was double-referred to Senate Committees on Natural Resources & Water and Environmental Quality. This bill was heard by the Senate Natural Resources & Water Committee on March 25, 2014, and passed out with a vote of 7-2. The next hearing is on June 11 in the Governance and Finance Committee.

### Fracking

AB 2420 (Nazarian D-Sherman Oaks) that would have allowed a city or county to adopt and enforce a local ordinance prohibiting well stimulation treatments died in the Assembly. SB 1132 (Mitchell D-Los Angeles) that would have prohibited further well stimulation treatments until an independent scientific study was completed and reviewed by a committee composed of a representative from the Natural Resources Agency, California Environmental Protection Agency, CARB, SWRCB, and Department of Public Health died in the Senate on a 16-16 vote. SB 1281 (Pavley D-Agoura Hills) that would reiterate and revise state policy on water use in the oil and gas fields

and expand upon monthly reporting requirements is the "last man standing." It is awaiting its first hearing in the Assembly.

### Groundwater

The Assembly, on a 48-24 vote, approved AB 1739 (Dickinson D-Sacramento) that requires sustainable groundwater management in all groundwater subbasins determined by the Department of Water Resources (DWR) to be at medium to high risk of significant impacts due to groundwater extractions exceeding the ability of the surface water supplies to replenish the subbasin. The Senate Sustainable Groundwater Management Act SB 1168 (Pavley D-Agoura Hills) was approved on a 24-12 vote and sent to the Assembly.

### Project Delivery

Neither ASCE supported measures that would prohibit the use of truck weight fee revenues to pay debt service on transportation general obligation bonds were approved by their respective houses and have died. Both **AB 2728** (Perea & Linder) and **SB 1418** (DeSaulnier D-Concord) were held under submission. That doesn't mean the issue is dead - this issue will be considered in the budget process, where competing needs for the General Fund can be weighed against each other to establish the Legislature's funding priorities.

Two other ASCE supported design/build bills advanced. SB 268 (Gaines R-Rocklin) was signed by Governor Brown. It is a modest expansion of d/b for health-care facilities. The Senate approved SB 1433 (Hill D-San Mateo) that expands d/b for some transit related construction.

### Water Conservation

AB 2636 (Gatto D-Los Angeles) would establish the CalConserve Water Use Efficiency Revolving Fund and provide that the moneys in the fund are available to the Department of Water Resources, for water use efficiency projects. This fund would be used for at-or-below market interest rate loans and would permit the department to enter into agreements with local governments or investor-owned utilities that provide water or recycled water service to provide loans. The bill, because of its cost - is on suspense.

The Senate Natural Resources and Water Committee approved the chair's SB 1259 (Pavley D-) that authorizes DWR to initiate investigations and gather data as needed to study the loss of storage capacity behind dams resulting from siltation. The results of any siltation study would be reflected in the quinquennial update of the California Water Plan.

The Department of Finance released Population and Housing Estimates for Cities, Counties, and the State as of January 1, 2014; it reports the state's population at 38,340,000 as of Jan.1, 2014, having grown by 356,000 in 2013; also reports 59,426 housing units were added in 2013 with largest net gains in Los Angeles (7,181), Irvine (4,186), San Jose (3,578), San Diego (3,033) and San Francisco (2,377); it found "many rural areas continued to experience population decline."

The California Water Foundation has released Recommendations for Sustainable Groundwater Management: Developed Through a



Stakeholder Dialogue, recommends authorizing state to provide enforcement, “when necessary,” to ensure sustainable groundwater management goals are achieved.

Inland Empire Economic Partnership has released California Energy Policy & The Inland Empire, recommendations include that “given its potential to increase the competitiveness of sectors like manufacturing in California, the development of the Monterey Shale for oil and gas should be a high priority, subject to appropriate environmental and safety concern. This is potentially an asset to the kind of blue collar job creation needed by marginally educated workers throughout the state.”

The Legislative Analyst’s Office has released The 2014-15 Budget: Capital Outlay Support Program Review.

California Air Resources Board has released its report California Greenhouse Gas Emission Inventory: 2000-2012, outlines total amount of greenhouse gases emitted from all sectors of California’s economy, findings include: “the state’s gross domestic product grew by 5 percent from 2009 to 2012 while the carbon intensity, the amount of carbon pollution related to the state’s overall economy, has fallen steadily over the same time period.”

Next 10 releases The 2014 California Green Innovation Index, reviews new trends in clean technology adoption, patents, energy efficiency, energy storage, etc., also identifies clean energy economic trends by region.

The Delta Protection Commission releases three simulations of BDCP impact on Delta communities, shows before, during and after views of construction for intake facilities for BDCP tunnels; also release YouTube video, say depictions “of proposed tunnel intakes and facilities were not adequately presented in the BDCP documents.” Simulations [here](#), [here](#) and [here](#). Video [here](#).

The Center for Technology Innovation at Brookings Institution issued Products Liability and Driverless Cars: Issues and Guiding Principles for Legislation. This paper provides a discussion of how products liability law will impact autonomous vehicles, and provides a set of guiding principles for legislation that should—and that should not—be enacted.

OEHHA has announced that CalEnviroScreen, an analysis tool that evaluates the vulnerability of geographic populations to environmental pollution, has undergone a significant update. The tool looks at both the presence of environmental contaminants that increase a community’s overall pollution burden and demographic factors influencing the ability of the community to withstand that level of pollution. Version 2.0 includes a number of changes that may lead to better over-all measures. This version increases the level of geographic precision used in pollution analysis, adds new indicators, including drinking water quality and unemployment rate data, and makes several adjustments to underlying models. CalEnviroScreen 2.0 is currently in draft form.

The Chaddick Institute for Metropolitan Development released The Traveler’s Tradeoff: Comparing Intercity Bus, Plane, & Train Fares Across the United States. This study evaluates the prices of travel

on various modes of transportation—air, bus, and rail—in 52 city pairs in the United States with travel distances between 100 and 500 miles.... The results show that “the differences in fares between modes are significant and larger than is commonly believed: intercity bus fares are 50-55% lower than on Amtrak, depending on the A/P scenario; single-occupant driving is substantially more expensive than bus travel, even for motorists who consider only the cost of fuel and tolls; the savings from traveling by bus and trains in comparison to air diminish sharply when trip distances are longer than 250 miles.”

U.S. Global Change Research Program released Global Climate Change Impacts in the United States. “This [National Climate Assessment] report assesses the science of climate change and its impacts across the United States, now and throughout this century.... [It] documents climate change-related impacts and responses for various sectors and regions, with the goal of better informing public and private decision-making at all levels.” California is expected to see declining snowpack and stream flow rates. Increased drought is also expected to lead to increased risk from wildfires and damaging impacts on crop production. The report projects that California’s coastal areas will experience increased flooding and erosion along with rising sea levels that pose a threat to low-lying communities.”

U.S. Geological Survey released Status of Groundwater Quality in the Borrego Valley, Central Desert, and Low-Use Basins of the Mojave and Sonoran Deserts Study Unit, 2008-2010: California GAMA Priority Basin Project. This study evaluates the quality of untreated groundwater in aquifers near public-supply wells across the Mojave and Sonoran deserts. Samples from 52 wells were analyzed for volatile organic compounds, pesticides, and naturally-occurring inorganic constituents such as major ions and trace elements. Inorganic compounds were detected at high or moderate relative-concentrations in 48% and 26% of the wells, respectively. Organic compounds were detected at moderate relative-concentrations in 5% of the wells, and were either not detected at all or detected only at low relative-concentrations in the remaining 95%.

### Appointments

The Governor has made the following appointments:

As supervisor of the California Department of Conservation Division of Oil, Gas and Geothermal Resources: **Steven Bohlen**, from Sonoma, program director at the Lawrence Livermore National Laboratory.

As federal transportation liaison at the California Department of Transportation and the California High-Speed Rail Authority: **B. Springfield**, Virginia, Democrat, staff director for the Subcommittee on Aviation at the US House of Representatives Committee on Transportation and Infrastructure.

To Delta Stewardship Council: **Susan Tatayon**, Rocklin, associate director at the Nature Conservancy.

At the California Natural Resources Agency: As deputy secretary for water policy: **Karla Nemeth**, Sacramento, formerly Bay Delta Conservation Plan project manager, same agency, as special assistant for water policy: **Kristopher Tjernell**, Sacramento, policy consultant for the Conservation Strategy Group.

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The ASCE Life Members' Public Image Committee request that members take their (to be discarded) Civil Engineering magazines to their doctor's office or barber shop and merge them with the stack of magazines. We feel that this will be an effective way to make the general public more aware of what civil engineers do.

### Reminder:

*Copy deadline for the August 2014 issue is July 1, 2014; copy deadline for the September 2014 issue is August 1, 2014*

### MATERIALS SUBMISSION INFORMATION

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