Upcoming Meetings

- **Transportation Policy Committee Meeting & RPC Meeting**
  March 13, 2018

- **New Orleans Regional Traffic Safety Coalition**
  March 15, 2018

- **Green Infrastructure Lunch & Learn Series**
  March 20, 2018

- **Emergency Preparedness Partnership**
  March 23, 2018

- **Greater New Orleans Clean Air Coalition**
  March 28, 2018

- **Urban League of Louisiana Small Businesses Lunch & Learn Series**
  April 4, 2018

- **Freight Roundtable**
  April 25, 2018

Congratulations on Your Retirement, Walter Brooks!

Special Feature, p. 14
Louisiana is on a mission to reach Destination Zero Deaths. In order to get there, collaboration between Enforcement, Emergency Services, Engineering, and Education (the four E’s) is critical. To facilitate the exchange of ideas and national best practices, Louisiana Department of Transportation and Development (LADOTD) held their biennial Destination Zero Deaths Highway Safety Summit on November 14th and 15th in Baton Rouge. The conference featured over 40 presentations on infrastructure planning, data modeling, funding, and behavioral programs designed to increase highway safety.

RPC’s North Shore Regional Safety Coalition Coordinator Nelson Hollings participated in a panel of top safety experts to emphasize the importance of data-driven highway safety initiatives such as the Stop the Knock program which aims to reduce vehicle fatalities in Louisiana. In collaboration with member parishes, LADOTD, Louisiana Highway Safety Commission, Louisiana State Police, and many other agencies, the Regional Planning Commission is proud to facilitate this program and support life-saving infrastructure improvements. Last year, effective countermeasures including new signage, stop light reflectors, striping, and raised pavement markers were constructed on high-crash curves and intersections in Tangipahoa Parish to increase driver safety.

Learn more about Destination Zero Deaths and Louisiana’s Strategic Highway Safety Plan at [www.destinationzerodeaths.com](http://www.destinationzerodeaths.com)
### Tangipahoa’s Low-Cost Safety Improvements

During the Summit’s Stop the Knock panel session, LADOTD Traffic Operations Engineer Cristine Gowland highlighted the susceptible crash zones before and after the construction of low-cost safety improvements (left). The upgradations included:

- Retroreflective back plates on signal heads
- Oversized, double warning signs
- New striping and raised pavement markers
- Solar flashing beacon and oversized signage

Interested in implementing a road safety project on the North Shore? Please contact Nelson Hollings at nhollings@norpc.org.

### Safe Streets for Everyone Campaign

RPC Transportation Planner Tom Haysley participated in the Summit’s *Data Driven Complete Streets* panel with UNO Transportation Institute Research Associate Tara Tolford and Burk-Kleinpeter Inc. (BKI) Engineer Paul Waldhas. Haysley spoke about the RPC’s ongoing Safe Streets for Everyone Campaign which aims to help reduce bicycle and pedestrian crashes in New Orleans. The project is in partnership with LADOTD, City of New Orleans, New Orleans Regional Transit Authority, Downtown Development District, nonprofits, community groups, and consultants BKI, Toole Design Group, Soll Planning, LLC, Hawthorne Agency, and Morgan & Company.

#### Next steps for the campaign include:
- Launch Media Campaign
- Conduct Stakeholder Outreach
- Distribute Safety Equipment
- Develop Conceptual Project Recommendations
- Create Future Action Steps

For more information, please contact RPC Project Manager Tom Haysley at thaysley@norpc.org.

\[\text{Conditions Inventory showing the highest crash locations within the outlined project area in 2017}\]
With the help of dedicated staff from University Medical Center New Orleans (UMC) and LSU Emergency Medicine at October’s EPP meeting, members gained first-hand experience and knowledge necessary to prevent two of the leading causes of death in the United States—stroke and uncontrolled bleeding.

UMC Stroke Program Coordinator, Toni Rougeou, said 80% of the 795,000 strokes that occur each year can be prevented. Immediate treatment can save lives or increase the chances of a full recovery. To quickly identify and address stroke symptoms just remember, **BE FAST!**

- **B**: Sudden loss of **Balance**/Falling to one side
- **E**: Sudden change in **Eyesight**
- **F**: Sudden onset of **Facial** weakness/droop
- **A**: Sudden **Arm** or **Leg** weakness on one side
- **S**: Sudden changes in **Speech**
- **T**: **Time** to Call 911

EPP members also completed a Stop the Bleed training course featuring lifesaving techniques to help in a bleeding emergency. LSU Emergency Medicine’s Dr. Jennifer Avegno, together with UMC’s Dan Kiff and Monique St. Romain, trained EPP members on how to properly apply a tourniquet, how to apply direct pressure on a bleeding wound, and how to pack a wound using bleeding control gauze and trauma bleeding simulation systems.

Stop the Bleed is a joint venture between UMC, LSU Health New Orleans, and Tulane University School of Medicine. Interested in having a Stop the Bleed class at your organization or participating in a free class at the UMC? Sign up here: [www.umcno.org/stopthebleed](http://www.umcno.org/stopthebleed).
At December’s meeting, the EPP welcomed Business Preparedness partner and President of Continuity Dynamics, Ralph Petti, in presenting Logistical Supply Chain Vulnerabilities in times of crises and Ripcord Solutions’ Resiliency Training. Supply Chain failures can occur in many areas such as Personnel, Communications, Transportation, Facilities, Utilities and Healthcare, so it helps for businesses to have Continuity Plans in place to be able to survive and thrive if disaster strikes. To learn more about continuity planning or resiliency training, visit Continuity Dynamics at www.continuitydynamics.com.

In his presentation, Petrochemical Industry Lessons Learned Post 2005, Richard Metcalf (Metcalf Consulting, LLC) revealed that the Oil & Gas Industry has a greater understanding today of critical infrastructure, competing national and local needs, and most importantly, employee needs. RPC encourages businesses to register with the LA Business Emergency Operations Center for community rebuilding projects and opportunities following a disaster.

For more information, please contact EPP Director Chris Laborde at claborde@norpc.org.
As part of the Fixing America’s Surface Transportation (FAST) Act and to improve the mobility of alternative fuel vehicles, the U.S. Department of Transportation Federal Highway Administration (FHWA) requested states to nominate Alternative Fuel Corridors with plug-in electric vehicle charging, propane, compressed and liquefied natural gas (CNG and LNG), and hydrogen fueling along interstates. After the first round of nominations in 2016, 55 routes spanning 35 states were designated to serve as the basis for a national network of alternative fuel corridors. Louisiana, through the Department of Environmental Quality (LDEQ) submitted a request for alternative fuel corridor designation during the second round of nominations due on Nov. 30, 2017. Based on FHWA’s requirements including the number of public alternative fuel stations, the distance between stations, and the driving distance to the station from the interstate, LDEQ’s proposal consisted of five interstate highways which include the following alternative fueling infrastructure:

- I-10 from the Texas border to the Mississippi border – 4 CNG, 7 Propane, and 2 LNG stations
- I-12 from Baton Rouge to Slidell – 2 Propane stations
- I-55 from I-10 (Laplace) to the Mississippi border – 1 Propane station
- I-20 from the Texas border to the Mississippi border – 8 CNG and 14 Propane stations
- I-49 from Lafayette to Shreveport – 5 CNG stations

Proposed Alternative Fuel Corridors - Source: Louisiana Clean Fuels & Capital Region Planning Commission

LDEQ conducted two stakeholder meetings to collaborate on the development of the corridor proposal. RPC’s Clean Fuel Partnership submitted stations and data from the region and provided feedback on the preliminary map renderings. The five chosen routes aim to create and expand a national network of alternative fueling, charging infrastructure, and signage along the National Highway System. If designated, these corridors will expand the network from Texas into Louisiana, and connect to Arkansas. Vivian Aucoin, LDEQ Environmental Scientist Manager, said applying for this designation is the first step in realizing the State’s vision for a permanent network of alternative fuel infrastructure which will aid in reducing pollutant emissions from the growing freight and passenger traffic. RPC looks forward to expanding our designated alternative fuel corridors in the future as fueling infrastructure continues to expand!
Interested in Local Air Quality Initiatives?
Join the RPC’s Clean Air Coalition!

The Regional Planning Commission is an active participant in the Ozone Advance Program, a collaborative effort between the US Environmental Protection Agency (EPA), states, tribes, and local governments to encourage expeditious emission reductions in ozone attainment areas to help the region continue to meet National Ambient Air Quality Standards (NAAQS). In late 2015, EPA proposed a new ground-level ozone standard, and the New Orleans-Metairie-Kenner MSA is on the verge of falling into non-attainment. Through taking proactive steps to reduce ground-level ozone emissions, the Advance Program has the goal of better positioning areas to remain in attainment even if the NAAQS become more stringent over time.

Using the example set by the Baton Rouge Clean Air Coalition and with the assistance of the Louisiana Department of Environmental Quality (LDEQ), the RPC has formed the Greater New Orleans Clean Air Coalition. This is a coalition of local governments, state environmental agencies, relevant trade associations (e.g., Louisiana Chemical Association), businesses, industries, and ports who convene with the goal of finding the most effective ways to improve air quality, specifically focused on ozone. The Coalition will provide a forum for members to share recent successes and lessons learned, as well as for outside organizations to present new and innovative practices. Participants are based in, or have a relationship to, any of the parishes along the Mississippi River or Gulf Coast in the New Orleans metropolitan region eligible for Congestion Mitigation & Air Quality (CMAQ) funding.

Many Clean Air Coalition members engage in activities that have quantitative and qualitative benefits on air quality. However, oftentimes these efforts escape widespread recognition. There have also been limited efforts to aggregate the impacts of such activities at a regional level. With the RPC as the lead agency, the Coalition will recognize, document, share, and publicize clean air activities undertaken by participants each year through the submittal of an annual progress report to EPA. In addition, the Coalition developed a Strategic Plan to help guide a number of efforts that it hopes to evaluate further and potentially implement during 2018. The full document can be accessed on RPC’s Clean Air Coalition website here: www.norpc.org/clean_air_coalition.html. If your or another organization has implemented or is interested in implementing a project to improve our local air quality, please let the Coalition know!

The next Coalition meeting will be held on Wednesday, March 28, 2018 at the RPC (10 Veterans Blvd. New Orleans, LA 70124). Speakers include EPA Office of Air Quality Planning and Standards Senior Policy Advisor, Laura Bunte, and LDEQ Small Business Environmental Assistance Program Liason, Kurt Wilson.

Contact: Coalition Director Michael Vince: cleanairneworleans@norpc.org

SAVE THE DATE
Wednesday, March 28th
Greater New Orleans Clean Air Coalition Regional Planning Commission | 10:00a-11:30a
Designated by the U.S. Department of Commerce as an Economic Development District for the Economic Development Administration (EDA) and Delta Regional Authority (DRA), RPC works with local governments, universities, and nonprofit entities to make them aware of funding opportunities and to provide technical assistance with grant applications. RPC is proud to collaborate on such endeavors to improve our region and congratulates the following 2017 EDA award recipients:

**Ochsner Center for Innovation on Jefferson Highway:**  
**EDA Investment:** $1.5 million

The center will serve as a hub for technology-focused job trainings, education seminars, and as a collaborative workspace for research and development of innovative healthcare solutions. Completion of the project will provide job opportunities and economic development for the distressed area, and serve as the anchor for the growth of the bio and life science industry in Louisiana.

**Claiborne Corridor Cultural Innovation District:**  
**EDA Investment:** $820,000

This investment will help the City of New Orleans develop a cultural innovation district along the Claiborne Street corridor. Once operational, space for fifty small and micro business enterprises and eight anchor businesses will be available. Additionally, during the first two years, workforce training will be provided on site. It is anticipated that approximately 300 residents will receive training for employment in green collar and advanced manufacturing industries.
Coming Soon: Comprehensive Economic Development Strategy Update!

RPC plans to release the 2019-2023 Comprehensive Economic Development Strategy (CEDS) this Autumn.

The RPC engages in long-term analysis of the economic conditions of the region and works with local partners to develop the Comprehensive Economic Development Strategy (CEDS), a five-year strategy used as a policy document to guide EDA funding awards. Economic development planning – as implemented through CEDS – is not only a cornerstone of the EDA’s programs, but serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS is a data-driven document developed according to EDA criteria and with the guidance of the CEDS Strategy Committee. The Strategy Committee is comprised of parish and regional economic development organizations, workforce development providers, entrepreneurial accelerators, and other key providers of assistance to businesses in the region. Input is also provided by business, industry, and philanthropic leaders.

RPC Economic Development Director: Maggie Woodruff: mwoodruff@norpc.org
IN THE NEWS!

Lynn Dupont Receives Project Manager Group Award for Outstanding Support to the Global Community During Times of Crises!

The William T. Pecora Award is presented annually to recognize outstanding contributions by individuals or teams using remote sensing to understand the Earth, educate the next generation of scientists, inform decision makers, or support natural or human-induced disaster response. The 2017 Team Award was presented to the International Charter on Space and Major Disasters for providing free satellite imagery and data to the global community during times of crises.

For 10 years, RPC Principal Planner and GIS Manager Lynn Dupont has been a United States Geological Survey (USGS)-trained Project Manager on the International Charter and was presented the Pecora Project Manager Group Award in November for her dedicated support.

“It is definitely a group effort and we work together as a team under the guidance of USGS,” Lynn said. “Even when assigned as Project Manager, the teamwork is the most important part.”

The International Charter has 16 member agencies including USGS. During disasters, such as hurricanes Katrina, Gustav, Ike, and Isaac, the Charter sponsors federal, state, and local conference calls in order to collect near real-time data and imagery to aid in rescue efforts, recovery, and analysis. Congratulations to Lynn for receiving this prestigious award in project management and for your commitment to local recovery efforts!
Rebecca Otte: Building a World of Difference as a Valparaiso University College of Engineering Featured Alum!

RPC Brownfield Redevelopment Program Manager Rebecca Otte was recognized as a Valparaiso University (Valpo) Featured Alum by the College of Engineering! Their article highlights some of Rebecca’s recent and upcoming redevelopment projects at RPC including the Progressive Church Family Living Center and the Bayou Treme Center, which is currently being redeveloped as the new home of Southern Rep Theatre, the Waldorf School, and a business incubator for home-based businesses in the community. Rebecca also provided information on the RPC’s recently awarded EPA funding to redevelop properties along the Industrial Canal:

“We’re especially excited to be partnering with the Port of New Orleans and their efforts to revitalize the many blighted properties along the Industrial Canal corridor, creating jobs for nearby residents and restoring the community fabric,” said Otte.

To read the full article and gain insights on the different aspects of managing redevelopment projects, visit Valpo’s website here!

Dan Jatres Highlights Equity Planning in City Parks Alliance Video Series

City Parks Alliance featured RPC Pedestrian and Bicycle Program Manager Dan Jatres in their five-part video series, “City Parks: America’s New Infrastructure,” which focuses on the role of linear parks in providing transportation options to city residents. Including Fairmount Park System in Philadelphia, PA, The 606 in Chicago, IL, and The Lafitte Greenway in New Orleans, this video shares information on how the parks are providing commuter access to jobs and retail, as well as recreational walking and cycling needs.

Find the series on City Parks Alliance’s YouTube channel: www.youtube.com/user/CityParksAlliance.
As part of the World Trade Center’s (WTC) Transportation Committee, RPC Principal Planner and Freight Program Director Karen Parsons works with members of the freight industry to recommend policy and projects that will increase usage of Louisiana’s transportation system and increase public understanding of the system’s impact on the state’s economic development. WTC Transportation Committee Chair, William “Billy” App, Jr. and Vice-Chair Kristi App of J.W. Allen & Co., Inc, are also active members of the RPC’s Freight Roundtable which encourages constituent participation and informs decisions for effective plan making. The Roundtable meets quarterly at the RPC offices to exchange information and frame alternative solutions for balancing the conflicting needs of our region’s freight network.

Recent Roundtable speakers include Dr. Chester Wilmot, Program Manager of Special Studies for the Louisiana Transportation Research Center (LTRC) and LSU Professor of Civil Environmental Engineering, as well as Mr. Kevin Dolliole, Executive Director of Louis Armstrong New Orleans International Airport. Dr. Wilmot presented his research conducted for the State Legislature and LaDOTD about evaluating the evolution of Autonomous Vehicles and how the state should prepare. He described the use of autonomous truck platooning for the shipment of freight, which involves three or more trucks moving together on a given roadway and periodically departing from the platoon, causing trucks to move forward to close the gap and new trucks to be added to the back. The full research report can be found on LTRC’s website here: www.ltrc.lsu.edu/pdf/2016/FR%20571.pdf.

Recently appointed Director of Aviation by the New Orleans Aviation Board, Kevin Dolliole presented updates to the RPC Freight Roundtable in February on the Airport’s Master Plan and the New Regional Airport North Terminal. Highlighting the efficiency of the new 35-gate terminal, Dolliole stated there will be new roadway directions to split traffic causing less congestion as you approach the airport and also a consolidated checkpoint offering greater ease and efficiency for passengers going through security. Vice-President of Digital Engineering Frank Liang provided a status update of the Airport Access Road noting the great collaboration between RPC, LaDOTD, the Airport, and Digital Engineering for the implementation of interim improvements. The ultimate I-10/Loyola Interchange Improvement Project has been narrowed down to three alternatives, and the design build contract is set for Spring 2019. The next Freight Roundtable will be on Wednesday, April 25, 2018. Contact Karen Parsons for more information: kparsons@norpc.org.
Maggie Woodruff is the Director of Economic Development and Contract Administrator for the RPC responsible for preparing and updating the Comprehensive Economic Development Strategy (CEDS) for five parishes in the New Orleans metro area. The CEDS is used by the U.S. Economic Development Administration (EDA) to determine funding eligibility for the region’s grant applications. Ms. Woodruff facilitates grant applications to both the EDA and the Delta Regional Authority, and writes/administers EDA grants awarded to the RPC. Serving as Administrator of Contract Services, she orchestrates the public procurement process for all RPC contracts and prepares and maintains contract records. Prior to joining RPC, Woodruff served as the Deputy Director for Community and Governmental Affairs at the New Orleans International Airport and Director of Transportation and Area Councils for the New Orleans Regional Chamber of Commerce.

Nik Richard is the Title VI Officer and Disadvantaged Business Enterprise (DBE) Liaison, as well as a Transportation Planner at the RPC. His primary responsibilities include maintaining effective communication between RPC and community members, managing RPC’s ridesharing program, GeauxRide NOLA, and making sure all planning projects are compliant with Title VI and environmental justice regulations. Mr. Richard is a board member of the Board of Zoning Adjustments for the City of New Orleans and is also a visual artist, earning his Master of Urban and Regional Planning (MURP) and Bachelor of Science in Urban Studies from the University of New Orleans.

Alison Maulhardt is a Sustainability and Transportation Planner at RPC. Prior to living in New Orleans in 2012, Alison served as an Environmental Action Volunteer in Benin, West Africa where she worked with an NGO to limit corruption and encourage proper management of forest resources through community engagement. Alison earned a MURP from UNO and a Bachelors in Physical Geography and Environmental Studies from UCLA. As an active member of the Urban and Regional Information Systems Association and APA, Ms. Maulhardt strives to promote biodiversity in urban landscapes, integrate smart watershed planning across jurisdictional and agency boundaries, and promote progressive climate mitigation strategies at the local and regional scale.
After working for the City of Boston as a Transportation Planner in the early 1970’s, Mr. Walter R. Brooks returned to his native New Orleans and was hired as a senior planner with the Regional Planning Commission. He was eventually named RPC Deputy Director and became Executive Director in 2004. In his position as Chief Executive, Mr. Brooks served as the point person and public face of the RPC’s 54-member Board consisting of elected officials and citizen members from eight member parishes. Over the years, he’s directed a staff ranging from 20 to 30 planning professionals that supports the Board. Through tremendous creativity and dedication, Mr. Brooks proved himself highly effective in his role in identifying, prioritizing, and moving through transportation projects and programs that improve the region’s economic and environmental health by finding innovative ways of achieving local matches required and maximizing limited funding for many projects. His position required him to navigate a multitude of challenges entailed in regional planning. Not the least of these challenges was forging consensus among a disparate group of stakeholders about how best to put to use limited public resources. A consummate statesman, he has demonstrated skills at breaking down jurisdictional silos, facilitating compromise, and uncovering common ground as he brought together policy makers, citizens, and other stakeholders to work toward the greater good of the region, most often behind the scenes and without seeking recognition. After approximately 41 years of working for the RPC, Mr. Brooks will be retiring as of August 31, 2018 and will be helping with the transition of RPC Deputy Director Jeff Roesel to Executive Director over the next six months. We can’t thank you enough for your diligence and strive for planning excellence in the New Orleans Metropolitan Region. Your admirable leadership will leave a lasting legacy here at RPC and beyond. Congratulations on your well-deserved retirement!
2013 Bureau of Governmental Research Lifetime Achievement Award

2008 Rebuilding Our Region Sustainably Workshop at City Park

2017 RPC Holiday Season Party

2011 Groundbreaking Ceremony for the Magazine Street Project (UptownMessenger.com)

2016 RPC Halloween Costume Contest

In December, RPC Chairman 2017, Michael S. Yenni gave thanks to Walter, Jeff, and Megan for their incredible support!
The RPC Board of Directors is comprised of local elected officials and citizen members of the greater New Orleans metropolitan area. RPC provides an open forum where elected officials and community leaders of the eight member parishes (Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. John the Baptist, St. Tammany and Tangipahoa) come together to discuss how regionalism can promote the general welfare and prosperity of the entire region. RPC officers rotate annually. Current membership of the Board includes:

**OFFICERS**

**JEFFERSON PARISH**
- Cynthia Lee-Shang
  Councilmember-At-Large
- Belinda Constant
  Mayor, City of Gretna
- Lee Giorgio
  Citizen Member
- John F. Stumpf, Jr.
  Citizen Member

**ORLEANS PARISH**
- Jason Williams
  Councilmember at Large
- Stacy Head
  Councilmember at Large
- Jeffrey Schwartz
  Citizen Member
- Ronald Carrere, Jr.
  Citizen Member

**PLAQUEMINES PARISH**
- Benny Rosselle
  Parish Councilmember
- Nicole Smith Williams
  Parish Councilmember

**ST. BERNARD PARISH**
- Gillis McCloskey
  Parish Councilmember
- Howard Luna
  Parish Councilmember
- Charles Ponstein
  Citizen Member
- Susan Klees
  Citizen Member

**ST. CHARLES PARISH**
- Julia Fisher-Perrier
  Parish Councilmember
- Wendy Benedetto
  Councilmember-At-Large
- Otis Kenner
  Citizen Member
- Debbie Dufresne Vial
  Citizen Member

**ST. JOHN THE BAPTIST PARISH**
- Larry Snyder
  Parish Councilmember
- Michael Wright
  Parish Councilmember
- Charles Kennedy
  Citizen Member
- Mark Roussel
  Citizen Member

**ST. TAMMANY PARISH**
- Steve Stefancik
  Parish Councilmember
- Mike Lorino
  Parish Councilmember
- Richard P. Kelley
  Citizen Member
- Bill Newton
  Citizen Member

**TANGIPAHOA PARISH**
- Pete Panepinto
  Mayor, City of Hammond
- Lionnel Wells
  Council Chairman
- Mitch Williams
  Citizen Member
- Dr. Bonnie Lewis
  Citizen Member

**LOUISIANA DEPT. OF TRANSPORTATION & DEVELOPMENT**
- Sharon Leader, Jefferson Transit
- Doug Campbell, NOPB

**Transportation Policy Committee**

Freddy Drennan, City of Slidell, Mayor
Mike Cooper, City of Covington, Mayor
Shelby Lasalle, GNOEC
Glen Guillot, LMTA
Kevin Dolliole, Aviation
Brandy Christian, Port of New Orleans

Donald Villere, City of Mandeville, Mayor
Bob Zabbia, City of Ponchatoula, Mayor
Sharonda Williams, RTA
Sharon Leader, Jefferson Transit
Doug Campbell, NOPB
WHO WE ARE

RPC is the federally designated Metropolitan Planning Organization (MPO) for an eight-parish region. The Board of Directors is supported by a professional staff with broad experience in urban and regional planning, community development, economics, engineering, geography, and sustainable development among other disciplines. It is the job of RPC to develop a regional transportation vision, direct planning, allocate funds, and engage the public and other stakeholders in the transportation planning process.

RPC NEWSLETTER

Regional Planning Commission News is produced quarterly. Hard copies are available at the Regional Transportation Management Center at 10 Veterans Blvd. in New Orleans. The document is also available electronically via the “Public Involvement” tab on RPC’s website, www.norpc.org. For information, or to be added to our mailing list, please contact Courtney Young at cyoung@norpc.org.