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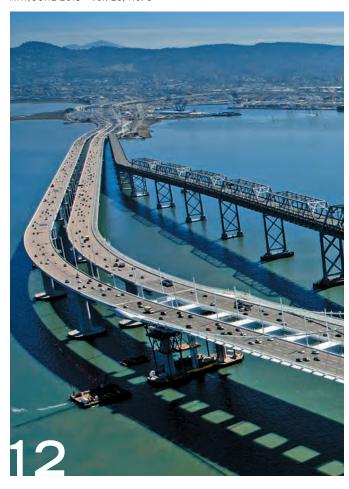
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ENGINEERING INC.

MAY/JUNE 2015 • Vol. 26, No. 3





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Engineering Inc. promotes the advocacy and business interests of ACEC by offering news, legislative analysis and business practice information to member firms, clients, opinion leaders and policy makers.

From ACEC to You

Council Legislative Agenda Gets Boost From Strong "Citizen Lobbyist" Campaign

record turnout of 1,400 at ACEC's Annual Convention in Washington, D.C.—including almost 100 first-time attendees and emerging leaders—bolstered the Council's legislative and business efforts.

More than 500 citizen lobbyists conducted over 300 visits with congressional offices on critical industry issues, such as reauthorization of MAP-21, energy policy, and procurement reforms.

The Convention also saw record support for ACEC/PAC, continuing the PAC's strong 2015 fundraising pace to meet a strategic goal of raising \$1 million by the end of the calendar year. An Honor Roll of the 2014 contributors to ACEC/PAC appears on page 50.

The Engineering Excellence Awards Gala celebrated extraordinary Member Firm projects, with top honors going to the joint venture of T.Y. Lin and Moffatt & Nichol for the new San Francisco-Oakland Bay Bridge East Span. A showcase of all winners begins on page 12.

Also featured in this issue is a groundbreaking initiative to encourage minority youth to choose engineering, led by ACEC Member Firm Hanson Professional Services. (See page 44.)

All ACEC programs are enjoying high levels of participation, reflecting the great value members find in Council services. Our goal is to continue to meet and exceed your expectations.

Ralph W. Christie, Jr. ACEC Chairman

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David A. Raymond ACEC President & CEO



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AMERICAN COUNCIL OF ENGINEERING COMPANIES

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Legislative Action

Extending MAP-21—Short or Long Term

ongress is expected to pass a short-term extension of federal highway and transit programs under MAP-21 in advance of a May 31 deadline, although the length of the extension has not yet been settled. In visits with lawmakers during the recent Annual Convention, ACEC member firm leaders pushed for a long-term solution on transportation funding.

Council members emphasized that the current series of shortterm patches is irresponsible because continued uncertainty is forcing states to cancel or postpone projects. By contrast, sustainable long-term investment would foster economic growth by addressing safety, congestion and repair needs before they worsen. ACEC has identified a wide range of solutions for addressing the revenue shortfall in the Highway Trust Fund.

The Trust Fund is projected to be solvent into late July or early August. One option under consideration in Congress is a

shorter extension without the need to transfer money from the General Fund. A longer extension to the end of the fiscal year or the end of the calendar year would require another infusion to the Trust Fund.

ACEC has made clear that any extension should be undertaken with a view toward enacting a long-term bill.

The extension should include "an explicit timeline detailing when the tax committees and the full Congress will act to generate the revenues needed to stabilize and grow highway and transit investment," ACEC and other stakeholders in the Transportation Construction Coalition wrote in a letter to congressional leaders. "The simple fact is Congress has had nearly 10 months and all the necessary information to finalize a long-term solution to the Highway Trust Fund and yet we are right back to the same scenario, with the same rhetoric, and, potentially, the same 'solution' as took place last July."

ACEC Seeks Expanded Flexibility for Unmanned Aircraft Operations

n comments filed with the Federal Aviation Administration regarding proposed rules involving unmanned aircraft systems (UAS), ACEC highlighted the industry's eagerness to use UAS in a variety of engineering, surveying, inspection and related tasks.

ACEC also expressed concern with two proposed restrictions. The requirement for line-of-sight operation

and the prohibition against operating above people on the ground would severely limit the potential for engineering and constructionrelated applications, including bridge inspections



and construction-site monitoring. The Council asked for greater flexibility and discretion for UAS operators to assess potential risks to people and property on the ground.

The Council urged the agency to finalize its regulatory framework as soon as possible to establish a common set of operational standards that will hasten the use of new technologies and commercial applications.

Congress has set a September 2015 deadline for the FAA to establish UAS rules and standards, but most experts expect the final rule to be delayed.

Design-Build Reform Moves Forward

ep. Sam Graves (R-Mo.) has introduced H.R. 1666, the Design-Build Efficiency and Jobs Act of 2015. The ACEC-backed bill seeks to limit the number of finalists in a two-phase designbuild to five, while also limiting the overall use of one-step design-build in both military and civilian construction.

ACEC has worked with a coalition of organizations in developing the legislation,



including the Associated General Contractors and the American Institute of Architects. The measure seeks to address concerns over the high cost of design-build competitions. At present, contracting officers have the authority to increase the number of finalists beyond the industry standard of five, which leads to a decreased likelihood of winning the work in civil projects. By restoring the short list to five firms, the bill ensures that the competitions focus on the strongest teams, while saving

money for both the agency and firms involved.

The measure also limits the use of single-step design-build to small projects.

ACEC members actively lobbied for the bill during the recent Annual Convention, and were successful in gaining new co-sponsors for H.R.1666. Sen. Rob Portman (R-Ohio) is expected to introduce companion legislation in the Senate.



Equal Treatment Urged on Tax Reform

ttendees at the ACEC Annual Convention urged their lawmakers to ensure that any tax reform legislation considered by Congress must treat all business structures equally, including C corporations, S corporations, partnerships and sole proprietorships.

The lobbying objective mirrored the tax reform priorities ACEC recently outlined in a letter to the bipartisan working group of the Senate Finance Committee. In particular, ACEC advocated preserving the cash method of accounting for engineering firms. The letter also discussed the opportunity to pair tax reform with sustainable financing for the Highway Trust Fund.

Separately, Senate Finance Committee Chairman Orrin Hatch (R-Utah) and House Ways and Means Committee Chairman Paul Ryan (R-Wis.) solicited tax reform ideas from ACEC and other organizations that represent firms of all business structures. The Chairmen specifically requested suggestions for how to treat pass-through businesses if Congress and the administration can only reach agreement on more limited tax reform. The Council is working through the ACEC Tax & Regulatory Affairs Committee to develop a response.



ISSUES ON THE MOVE	WHAT'S NEXT
MAP-21 Reauthorization	Action expected on an extension in May
Commercial Use of UAS	Final regulatory announce- ment due in September
Export-Import Bank Reauthorization	Action expected in June

ACEC Ups Ante as Deadline Looms on Ex-Im Bank

CEC launched a grassroots effort in April in support of the reauthorization of the Export-Import Bank (Ex-Im), whose charter expires June 30, emphasizing the critical role of the Bank in enhancing the competitiveness of engineering firms competing for international projects. "Ex-Im allows Black & Veatch to compete on a level playing field against overseas competitors which receive extensive support from their own export credit agencies," said Paul Weida, Black & Veatch vice president, government affairs.

Two competing reauthorization bills have been introduced in the Senate. The bipartisan Export-Import Bank Reform and Reauthorization Act of 2015 (S. 819), introduced by Sens. Mark Kirk (R-Ill.) and Heidi Heitkamp (D-N.D.), will extend Ex-Im's charter for just over four years and lower its lending cap from \$140 billion to \$135 billion. The bill would also raise the percentage of the agency's operations that must go toward supporting small businesses from 20 to 25 percent, and remove restrictions on coal-related energy projects imposed by the Obama administration. A similar bill (S.824) intro-

The Council continues to lobby Congress in favor of reauthorization, emphasizing the critical role the Bank plays in providing competitive financing for engineering firms competing for international projects.

duced by Sen. Jeanne Shaheen (D-N.H.) would renew the Bank for seven years and raise its lending cap to \$160 billion.

The House also has two Ex-Im bills under consideration: the *Reform Exports and Expand the American Economy Act* (H.R. 597) introduced by Rep. Stephen Fincher (R-Tenn.) and the *Promoting U.S. Jobs though Exports Act* (H.R. 1031) introduced by Rep. Maxine Waters (D-Calif.). Both aim to reauthorize the Bank for seven years. The Fincher bill currently has the endorsement of 61 Republicans and one Democrat, while H.R. 1031 has the endorsement of 189 Democrats.

For More News

For weekly legislative news, visit ACEC's *Last Word* online at www.acec.org.

Market Watch

Opportunities for Environmental Services Growing, Changing

eaders of environmental firms forecast strong growth in the segment over the next few years.

"With the economy heating up, we're seeing a lot of increased activity," says Mike Covert, corporate director of environmental services at Terracon Consultants in Olathe, Kan. "Our environmental services business was up 14 percent in 2014, and we're expecting to be up 15 percent this year."

Other firm leaders estimate growth ranging from 8 to 12 percent over the next few years. Such optimism

bodes well for the rest of the engineering industry. Environmental services—which include site investigation, remediation, regulatory compliance, environmental design and management, and testing—play an early role in many other engineering segments.

Private Market Leading the Way

At the same time that the environmental services market is expanding, the client mix is changing dramatically.

"For a long time, the public sector was a healthy place for

an environmental services firm to be," says Stephen Browning, senior vice president of Weston Solutions, which does about 75 percent of its environmental services business with federal, state and local governments. "But with the federal government's efforts to transfer increasing levels of risk onto contractors ... we have increasingly moved into the commercial space."

Additionally, as the economy has picked up speed, so has the private sector's demand for environmental services.

"We've seen a big jump in commercial development,"

says Covert. "We're seeing a lot of activity in urban infill, and a lot of those properties have existing structures, so we're doing demolitions and renovations."

Ironically, one of the primary drivers behind the growth in the private-sector market has been the increase in public-sector regulation, including recently released rules on air emissions and water.

"Regulatory compliance is pretty hot," says Covert. "We're seeing a lot of national companies seeking compliance services on a broader basis in order to get ahead of



SHLEY COOPER/GETTY I

Market Watch

the curve."

Since 2009, New Jersey has mandated that clean-up of all contaminated sites in the state be supervised by a Licensed Site Remediation Professional, says Nick DeRose, managing principal of Langan. "The private sec-

tor is able to respond much more quickly, so the work moves forward at a much more accelerated pace," he says.

says.

Strongest Sectors

Firm leaders say many private markets within environmental services are growing rapidly.

"Our brownfields practice is very strong," says DeRose. "And we have been involved in supporting litigation for water resource issues in California, where the drought conditions have created greater sensitivity about water management."

The energy field is an especially rich vein for environmental work right now. Even though the price of oil has cratered, DeRose says, "We've been focused on supporting natural gas companies that are developing midstream pipelines. These projects take years to put in place, so the gas companies are continuing to invest in anticipation of better pricing."

At the other end of the

"We're seeing a lot of activity in urban infill, and a lot of those properties have existing structures, so we're doing demolitions and renovations."

MIKE COVERT
TERRACON CONSULTANTS

munications.
"It's been very

energy spectrum,

Terracon is doing

a lot of "decom-

missioning and

repowering of

power plants,"

says Covert,

"although it's

missioning."

mostly decom-

market for Ter-

racon is telecom-

Another strong

hot, performing due diligence and National Environmental Policy Act (NEPA) work for cell towers," he says.

Challenges of the Sector

Like any fast-growing market, the environmental services sector has become increasingly competitive, with a lot of the biggest firms in the industry making incursions.

"Those companies can offer a full-spectrum suite of services and economies of scale," says Weston's Browning. "The challenge for the smaller companies in the space is to differentiate yourself and at the same time be cost competitive."

Browning says his firm looks for niches where it can be "nimble and innovative," such as hazardous waste remediation. "We do a lot of work identifying concealed waste, using ground-penetrating radar and custom robotic solutions."

Terracon has adopted a similar strategy, focusing on

its core competencies. "We do asbestos-related work for large, multisite big box retailers, performing comprehensive asbestos surveys and remodels of hundreds of their stores at a time."

Another big challenge, according to Langan's De-Rose, is bringing new engineers into the segment. "Not enough students are going into the environmental services fields, and those that do are looking to get into oil and gas.

"We've invested quite a

bit in our human resources group focused on recruiting," he says. "We partner with universities and sponsor career nights in order to get our name in front of the best and the brightest." The strategy works. In the past three years, five Langan team members have been named ACEC Young Professionals of the Year.

Gerry Donohue is ACEC's senior communications writer. He can be reached at gdonohue@acec.org.





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n its spacious new location at the Marriott Wardman Park Hotel, the ACEC Annual Convention focused on public/private partnerships, hot development markets, workplace diversity, opportunities in "smart" transportation, and scores of other key business topics.

"I brought colleagues to the Convention to expose them to something special and give them a chance to get a higher level of continuing education," said Edgar Williams, president/ CEO, Keck & Wood, Inc., Duluth, Ga. "My colleagues were very much impressed!"

"I usually attend both conferences and always like the presenters, especially the political speakers," said Dave Peterson of Kleinfelder, adding, "This Convention is a great place to network with your peers."







Sen. Inhofe Says ACEC "Incredibly Influential" In Winning Long-Term Transportation Bill

Senate Environment and Public Works Committee Chairman James Inhofe (R-Okla.) told attendees that he was "growing weary" of short-term transportation bill extensions.

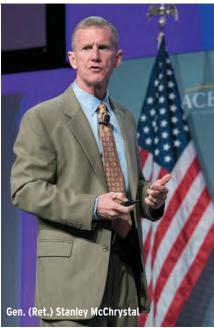
"The true conservative posi-

tion is a long-term reauthorization bill, the larger the better. We're shooting for six years."

Inhofe urged ACEC citizen lobbyists to focus their efforts on legislators who voted against MAP-21, saying, "You can be incredibly influential in getting a bill done. You are a powerful group."

He acknowledged that

a federal gas tax increase was unlikely and pointed to alternatives such as repatriation of foreign earnings and additional general fund transfers, but said he remains optimistic. "We need to get it done, and get it done by the August recess, and I think we will do it."



General McChrystal Endorses Nontraditional Leadership

Drawing on experiences as commander of U.S. and allied forces in Afghanistan, Gen. (Ret.) Stanley McChrystal told attendees that the key to improving organizational success is to "decentralize" and recommended replacing traditional hierarchies with a "network of teams" in which leaders entrust team members.

"It's not what you do as a leader," he said. "It's what you allow other people to do" that will result in organizational achievement.

He urged industry leaders to empower people within their companies by decentralizing the flow of information and the responsibility to act. "As traditional organizations grow, they become prisoners of their own complexity," he said. "In the drive to be efficient, we lose the ability to be nimble."

Economic Growth Expands Private-Client Market Opportunities

Big projects and fast growth were the focus of the Super Session panel on the \$700 billion private-client construction market.



Related Companies Vice President Michael Samuelian reported on the \$20 billion Hudson Yards project in New York City, which he described as the "largest private real estate project in American history." When the project is complete, it will have more than 17 million square feet of office, retail and residential space and serve 110,000 people each day.

Marriott International Global Design Officer Ron Harrison forecast that the global travel market will double in size by 2020, with much of that growth coming from China.

Advocate Health Care Vice President Albert Manshum said he is concentrating primarily on modernizing existing buildings and constructing new outpatient facilities, adding that his company has \$1.5 billion in active construction. Enjoying Convention exhibits are, from the left: Marvinetta Hartwig, Hartwig and Associates; Roseana Richards, ACEC/Georgia chair-elect; and Sam McCachern, Thomas and Hutton.



Lean Public Budgets To Boost P3s

The public-private partnership (P3) model will become increasingly common for both horizontal and vertical infrastructure, according to panelists.

but our funding resources are significantly less than we need," said Andrew Heller, acting assistant commissioner for the GSA's Public Buildings Service. "P3s are an essential tool for us in this lean budget environment."



ACEC President and CEO David A. Raymond (right) with U.S. Deputy Secretary of Transportation Victor Mendez, who addressed attendees on the need for a robust MAP-21 reauthorization to meet the nation's growing transportation demands. Mendez said the Administration's proposed sixyear, \$478-billion Grow America Act would increase investment in transportation infrastructure (50 percent); highways (29 percent) and transit (76 percent). "We cannot continue to run our transportation system under extensions," he said.



Thorndike said the Corps uses P3s both to accelerate delivery of new infrastructure and to transfer project risk from the federal government to the private sector.

Parsons Brinckerhoff Senior Vice President Sallye Perrin warned that "lots of P3 agreements try to pass risk down to the engineer. You need to be very well-versed in contracts to protect yourself."

Engineering Opportunities To Flourish With Growth of Smart Transportation

Richard Azer, director, smart integrated infrastructure, Black & Veatch, predicted that "the

exponential growth of smart transportation" will be a boon for engineering firms as they participate in all aspects of the new foundational infrastructure and work with utilities to make the grid more robust.

One new area, for example, will be specialized fueling stations with Toyota's planned launch of the Mirai—one of the first zero-emission, hydrogen fuel-cell vehicles to be sold commercially. "We plan 3,000 Mirai to be in the U.S. by 2017," said Robert Wimmer, Toyota's director of energy and environmental research. "But success depends on having the necessary infrastructure component."

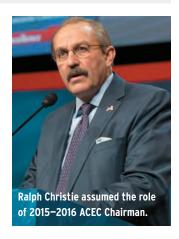
ACEC/PAC Sets Convention Fundraising Record

record \$238,000 raised at the Annual Convention for ACEC/PAC helps continue an unwavering pace toward the \$1 million goal.

In the ACEC/PAC Spring Sweepstakes, Hayden Kaiser, Jordan, Kaiser & Sessions, Natchez, Miss., won the \$10,000 Grand Prize. Van Collins, ACEC/Washington, Bellevue, Wash., and Mark Harms, SCI Engineering, O'Fallon, Ill., each won \$5,000 prizes. Winners of the two \$2,500 prizes were Alan Estvold, Ackerman-Estvold, Minot, N.D., and John Trimble, C&S Companies, Syracuse, N.Y.

Winners of the 10 \$1,000 prizes were Craig Bagley, Bowen, Collins & Associates, Draper, Utah; Marvin Burns, Janssen & Spaans Engineering, Indianapolis, Ind.; Charles Ezelle, Thomas & Hutton, Savannah, Ga.; Lawrence Fox, OBEC Consulting Engineers, Eugene, Ore.; Evan Griffith, R&M Consultants, Anchorage, Alaska; Gary Grigsby, Western Research & Development, Cheyenne, Wyo; Michael Hild, Johnson, Mirmiran & Thompson, Sparks, Md.; Jennifer Howell, Symmes Maini & McKee Associates, Cambridge, Mass.; Greg Jewell, Jewell Associates Engineers, Spring Green, Wis.; and Daniel Meckes, Crawford, Murphy & Tilly, St. Louis, Mo.





Leadership Transition

Merrick & Company Chairman Ralph Christie became ACEC's new chairman, succeeding Dick Wells of Kleinfelder. Five new members joined the Executive Committee: Chair-elect Peter Strub, senior vice president, TranSystems Corp.; Lee Cammack, president/ CEO, J-U-B Engineers; Philip Houser, principal, Alfred Benesch & Company; and Gregg Spagnolo, vice president, AECOM. ACEC/ Virginia Executive Director Nancy Israel will serve as the NAECE representative.

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The 2015 Engineering **Excellence Awards** Gala—known as the "Academy Awards" of the engineering industry—showcased 170 ACEC Member Firm achievements from the United States and throughout the world.

A panel of 31 judges from across the nation representing a wide spectrum of built environment disciplines selected 24 projects for top awards—16 Honor Awards, eight Grand Awards, and the **Grand Conceptor** Award for the year's most outstanding engineering achievement.

Comedian Rex Havens hosted the black-tie extravaganza, which was attended by 600 members, guests and dignitaries.



Nichol on the new San Francisco-Oakland Bay Bridge East Span was named the year's most outstanding engineering achievement. In the background at the far right is U.S. Deputy Secretary of Transportation, Victor Mendez, who shared in the celebration.



San Francisco-Oakland Bay Bridge New East Span

Oakland, Calif.

T.Y. Lin International/Moffatt & Nichol (Joint Venture), San Francisco, Calif.

Pioneering structural design enables the world's longest, single-tower, selfanchored suspension bridge to withstand even the most powerful earthquakes. The 2.2-mile superstructure includes a world-record 258-foot-wide deck. A 525-foot-tall tower with four steel legs is engineered to move independently during an earthquake, like giant shock absorbers, preventing major damage to the bridge structure.

The project also includes a 1.2-mile-long, twin-viaduct Skyway that ascends to the Oakland shoreline, a 4,229-foot-long connection from the Skyway to Interstate 80, and a 1,542-foot-long connection to Yerba Buena Island. The visually striking new bridge has become an iconic landmark and ensures the safety of more than 300,000 vehicles each day.



GRANDAWARDS

Barium/Radium Removal **Pre-treatment System** Village of Gilberts, III. Baxter & Woodman, Inc. Crystal Lake, III.

A revolutionary treatment process can effectively and economically remove both barium and radium from wastewater. The patent-pending "Harman Barium/Radium Removal Process" is a regeneration waste pre-treatment system that separates barium and radium from the wastewater before it is discharged to the backwash tank and sanitary system. The process pretreats the ion-exchange softener discharge, removing soluble barium and radium from regeneration waste while still in a concentrated form. The new process makes it possible for treatment plants to dispose of smaller quantities of radioactive material at local landfills instead of in costly radioactive disposal sites. Pilot testing at the Village of Gilberts, Illinois, demonstrates the new process will save the village \$250,000 every three to five years in disposal costs of contaminated sludge.





Designing a City for Zero **Stormwater Discharge** Inver Grove Heights, Minn. **Emmons & Olivier Resources, Inc.** Oakdale, Minn.

Imaginative engineering has resulted in an alternative to typical "pipe and pump" stormwater management. To address a strict zero-stormwaterrunoff policy in a Twin Cities suburb, the project team developed a Low-Impact Development (LID) system that incorporates more natural elements while providing substantial savings. The LID combined rain gardens, ribbon curbs, curb cuts, porous pavement areas, permeable paver intersections, vegetated swales, and infiltration basins. It reduced the area's initial capital cost for stormwater infrastructure by \$18 million, and helped retain many of the site's natural characteristics while adding several green streets and open spaces. The innovations have turned the suburb into a national model of how LIDs can provide flood control, water quality protection, drinking water recharge, and zero stormwater discharge.





World Trade Center 7: Collapse Analysis and Assessment New York, N.Y.

Weidlinger Associates, Inc., New York, N.Y.

A groundbreaking forensic study confirmed that the destruction of the World Trade Center 7 building resulted from the collapse of the adjacent North and South Towers, and not from errors in design or construction. The project team's analysis included nonlinear dynamic thermomechanical computational assessments, combined with photos, videos and eyewitness accounts, to analyze and understand the physics behind the WTC 7 collapse. Results established that the most plausible cause was the shower of debris from the North Tower, which destroyed WTC 7's structural components while also igniting fires that raged throughout the day. This undermined the building's steelwork, leading to a downward cascade of floors and the buckling of interior columns. The study's conclusions validate the relative safety of modern office buildings designed to current codes and standards.



Division 9 Irrigation Enhancement Project Manteca, Calif. Stantec, Rancho Cordova, Calif.

Innovative irrigation design now provides farmers with individualized, automated irrigation through an easyto-use web interface. Growing irrigation demands and severe droughts outpaced the production from century-old gravitybased canal and pipeline systems. The project team responded by developing one of the most water-efficient delivery approaches ever used. It includes a 19-mile network of pipelines offering flexible pressurization and delivery rates, a 56-acre-foot water storage basin, and a 1,225-horsepower pumping station. Solar energy powers all aspects of the system's customer connections. Farmers are able to access online tools for irrigation management, including weather and real-time field moisture levels. The highly efficient system saves over 12,000 acre feet of water per year, and has reduced on-farm water use while increasing crop yields, both by 30 percent.

GRANDAWARDS

Denver Union Station Transit Center Improvements V

Denver, Colo.

AECOM, Denver, Colo.

Striking renovations to a 120-year-old downtown transit station transformed a once-blighted 42-acre rail yard into a new standard for 21st-century multimodal facilities. The project team's innovative design allows riders to easily transition between bus and rail through a modern eight-train hall, a new light rail station and a 22-bay underground bus concourse. A bustling, two-block pedestrian promenade links the commuter rail hall to the light rail station, while a network of pathways and public plazas provides a seamless conduit into downtown Denver and nearby neighborhoods. The visually striking facility is highlighted by an 875-ton, 500-foot-long web-like canopy made of tensioned fabric identical to Denver International Airport's iconic main terminal roof. Triggered by this revitalization, more than \$1.5 billion in new commercial, retail and residential development is underway in the immediate area.



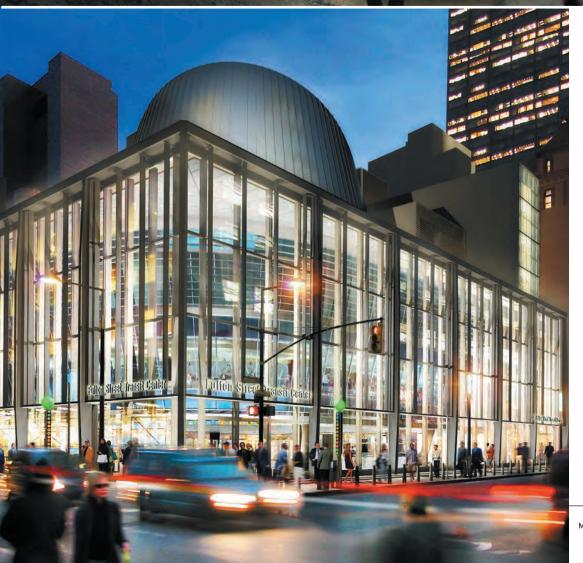
Fulton Center New York, N.Y. Arup, New York, N.Y.

The gleaming new transit complex blends six separate subway lines into a contemporary transportation hub that greatly enhances the travel experience at one of the world's busiest subway stations. The project team developed its own modeling software to address the center's operational and site challenges. Replacement of switchback ramps and column constraints with wide, column-free linear passageways ensures continuous pedestrian flows. Multiple staircases, elevators and escalators relieve platform congestion. Creative structural support installation helped maintain passenger routes and limited service disruptions during construction. The center's soaring oculus and spiraled dome, lined with 952 diamond-shaped reflective panels, called the Sky Reflector Net, hang above and draw sunlight into the station two flights below street level. The \$1.4 billion project includes the new transit center building and the renovated historical-landmark Corbin Building, and serves more than 300,000 travelers every day.



Niagara Tunnel 🔨 Niagara Falls, Ontario **Hatch Mott MacDonald** Mississauga, Ontario

More than six miles long and 43 feet in diameter, the new Niagara Tunnel is the largest renewable energy project in the world. Providing much-needed power for the city of Niagara Falls, it is located deep beneath the city and is more than one and a half times wider than the English Channel Tunnel. The shaft provides 17,600 cubic feet per second of water from the Canadian Niagara Falls to the generating station. Among the project's firsts was use of the world's largest hard-rock boring machine, with cutter heads each weighing about 60 metric tons, and the largest nonreinforced concrete tunnel liner. This water tunnel will produce enough power to supply 160,000 homes, and is an integral part of Ontario's green-energy plan to close all the province's coal-fired generating plants.



HONOR AWARDS



New I-70 Mississippi River **Bridge & Corridor** St. Louis, Mo. **HNTB Corporation/** AECOM/exp U.S. Services, Inc./ Crawford, Murphy & Tilly, Inc. Kansas City, Mo.

A majestic 1,500-foot cable-stayed bridge-the third-largest cablestayed bridge in the U.S.-stemmed from a collaborative multi-state effort to build a modern passageway over the Mississippi River between Illinois and Missouri. Named in honor of St. Louis Cardinal Hall of Fame slugger Stan Musial, the project also included construction of a tri-level interchange, and realignment of I-70 and the Missouri North Interchange, totaling 6,500 feet of structure and approximately 76 roadway lane miles. With capacity to carry 55,000 vehicles daily, the bridge and corridor ease traffic congestion, reduce traffic accidents, improve travel times and enhance regional economic growth.



Manhattan West's Platform over the West Side Rail Yard New York, N.Y.

Mueser Rutledge Consulting Engineers, New York, N.Y.

A 7-million-square-foot development at the gateway of Manhattan's vibrant Hudson Yards District has a centerpiece plaza that was constructed over a gaping hole above the rail approach to New York's Penn Station. For decades, the neighborhood was divided and development impeded by a 240-foot-wide, 65-foot-deep opening that exposed 16 busy commuter rail lines below. The design team used posttension pre-cast bridge technology to build a 2.6-acre, state-of-the-art concrete platform over the rail corridor. The platform will serve as the foundation for a plaza and public space that is part of a new office development. The project improves the neighborhood by removing unsightly rail lines from view, reducing train noise and re-establishing unimpeded traffic flow.



One World Trade Center New York, N.Y. Jaros, Baum & Bolles New York, N.Y.

The 104-story One World Trade Center in Manhattan-the tallest building in the Western Hemisphere-sets a gleaming new standard for sustainability. Resourceful engineering provides state-of-the-art heating, cooling and energy systems, with innovations including the capture, filter and reuse of rainwater from the building's main roof areas, plaza and sidewalks. Waste heat is captured and reused for both perimeter heating and domestic hot water. Interior lighting is equipped with dimmers that automatically lower on sunny days, and floor air conditioning units have filters for mitigation of biological and chemical contamination. A recipient of LEED Gold certification, One World Trade Center is one of the most environmentally sustainable buildings of its size in the world.

Milton-Madison Bridge Replacement Milton, Ind.

Buckland & Taylor, Ltd. (COWI) Vancouver, British Columbia

An antiquated bridge was replaced with a newer, wider version by sliding the replacement structure over the original's rehabilitated support piers, in what constitutes the longest truss slide in North American history. Built in 1929, the old Milton-Madison Bridge had deteriorated and become functionally obsolete for today's transportation demands. Nevertheless, it remained a vital transportation link to nearby communities as the only crossing in a 72-mile stretch of the Ohio River. The project team rehabilitated the bridge's existing support piers while keeping the structure open to traffic, and constructed a new bridge superstructure alongside temporary piers. Using strand jacks and a computerized, displacement-monitoring control system, the new 2,430-foot-long truss was slid 55 feet to its new position.





Southwest University Park \wedge El Paso, Texas Walter P Moore, Austin, Texas

Visionary engineering overcame extreme site limitations to build a new 7,500seat baseball stadium that is a national jewel of innovative urban design. At just under six acres, the downtown EI Paso site was constrained by the nearby Bataan Memorial trainway and the Union Pacific Railroad on which freight trains rumble an average of 48 times every day just 160 feet from home plate. The project team designed portions of the ballpark concourse to cantilever over the trainway to create more space. They relocated major electrical and telecommunication lines and water infrastructure, and designed a Europeanstyled pedestrian area called a "living street." The new Chihuahuas' ballpark is a prime example of clever engineering that has resuscitated a decaying area while creating a valuable and sustainable community asset.

HONOR AWARDS

Agua Nueva Water Reclamation Facility V Tucson, Ariz.

CH2M HILL, Tempe, Ariz.

One of the world's most advanced wastewater treatment facilities prevents nutrient discharges to the Santa Cruz River while resolving a long-standing odor issue for nearby residents. To meet new stringent discharge requirements, the project team designed a compact 32-million-gallon-per-day facility that produces Class A+ reclaimed water and dramatically reduces chemical usage and the resulting odor, in addition to energy consumption and lifecycle costs. The facility's output is used to irrigate parks, golf courses and other turf facilities, conserving the region's water resources. The remaining reclaimed water is released into the Santa Cruz River. The facility's small footprint, innovative treatment process, and flexible design save ratepayers more than \$2 million a year in operation costs, and will meet the needs of the region's growing population to 2030.





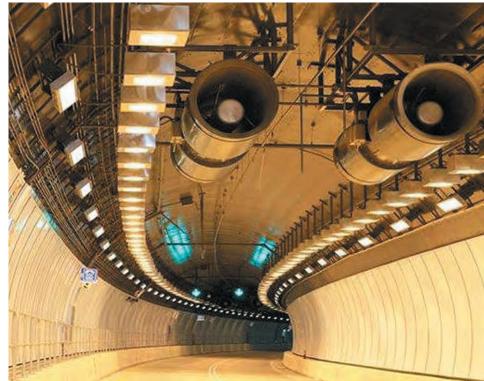
West Side Diversion Tunnel ∧ Davenport, Iowa

Stanley Consultants, Inc., Muscatine, Iowa

Leading-edge engineering has made flooded basements after heavy rainfall a thing of the past for Davenport, Iowa residents. A new 3.1-mile-long sanitary sewer line serves the dual functions of relieving stress on the aging sewer system and opening up nearly 10,000 acres for future development. The project team used a tunnel boring machine for up to 140-foot-deep construction of 60-inch gravity sewer. This project also includes innovative flow velocity controls to route wastewater in circles to avoid the release of odorous and corrosive hydrogen sulfide. The project helps protect Mississippi River water quality while creating new opportunities for regional industrial and commercial development.



Florida's first-ever bored transportation tunnel provides guick and efficient access to the Port of Miami, while eliminating major cargo vehicle and bus congestion on downtown streets. For decades, access to the Port was only possible through narrow streets, causing traffic congestion and limiting the Port's ability to move people and goods efficiently. The project team designed two new 4,200-linearfoot concrete-lined vehicle tunnels constructed with a 42-foot diameter tunnel boring machine capable of operating in South Florida's challenging geologic conditions. The project also included reconstruction of the surrounding Port roadway system and widening of the MacArthur Bridge. Innovative fire and life safety features were added, such as massive flood gates for hurricane protection. The extensive subsurface investigation and innovative design solutions greatly advanced the knowledge of tunnel boring in highly variable and permeable geologic locations such as South Florida.



Washington Route 530 Emergency Roadway Reconstruction Oso, Wash.

Jacobs Engineering Group, Inc./ GeoEngineers, Inc./Site Development Associates, Bellevue, Wash.

Unique geotechnical engineering reopened an important travel corridor that had been closed for months after the deadliest landslide in U.S. history. The March 2014 tragedy killed 43 people, obliterated dozens of homes and spread 10 million cubic yards of mud, trees and debris over a half-mile area in the Stillaguamish River Valley. It also demolished a one-mile section of Washington Route 530, leaving a string of rural Cascade Mountain Range communities isolated and economically paralyzed for four months. The project team incorporated geotechnical innovations including slope stabilization that allowed portions of the new road to be constructed over the soft, unstable landslide deposits. The road was completed with unprecedented speed, opening just 13 weeks after construction began and exactly six months from the day of the devastating landslide.





Sava Bridge and Approach Roads Belgrade, Serbia Louis Berger, Las Vegas, Nev.

Belgrade's first new bridge in 40 years is a vital transportation link for a growing city, and a potent symbol of renewal after the 1990s armed conflict in the Serbian capital. The asymmetrical single-pylon cable-stayed bridge features 40 pairs of steel stay cables that creatively run inside the lanes of vehicular traffic to meet city leaders' desire to preserve scenic views of the city and the Sava River. The advanced design also features a 1,200-foot main span of lightweight structural steel, while a shorter back span is made of concrete to balance the load and maintain adequate tension. Visible from all parts of the city, the 650-foot-tall pylon is the largest structure in Belgrade. The 150-foot-wide bridge carries six lanes of traffic and features pedestrian and bike paths and represents one of the largest bridge projects in Europe and one of Serbia's first megaprojects since the 1990s.

Superstorm Sandy Repair & Rehabilitation-Montague Tunnel V New York, N.Y.

Parsons Brinckerhoff/Parsons Transportation Group New York, N.Y.

Innovative engineering helped restore a ruined transit tunnel that had been devastated by 20 feet of flood water from Superstorm Sandy. The October 2012 storm left the nearly century-old Montague Tunnel filled almost to the ceiling with 27 million gallons of salt water. Virtually everything—tracks and switches, signals and controls, power and communications systems—was destroyed. The project team had to demolish and reconstruct 30,000 feet of concrete duct banks and 90 manholes containing over 78,000 feet of cables. More than 11,000 feet of track and associated equipment were replaced because of severe corrosion damage. Installation of three new pumps with capacity of more than 1,900 gallons per minute, along with 8,000 feet of dry discharge lines, adds protection against future flooding. Service was restored to a far more weather-resilient station in September 2014.

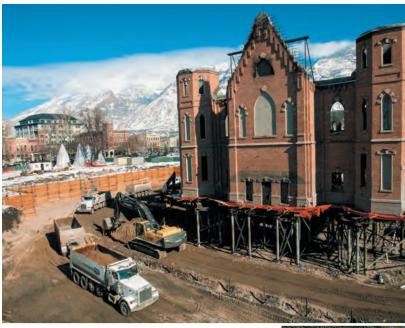


HONOR AWARDS

Provo Temple Underpinning \ Provo, Utah

GEI Consultants, Inc., Woburn, Mass.

Innovation allows the rebirth of a century-old historic landmark after it was damaged by a massive fire. Nearly beyond salvageable in 2010, the 1890sera Provo Tabernacle is now being completely renovated. The project team employed a daring combination of underpinning and bracing to lift and hold the brick shell structure off its existing foundation for months while enabling construction of a new foundation 35 feet below street level. Excavation was completed in about six weeks, and the concrete foundation mat was completed six weeks later. This was followed by construction of the new foundation walls, which had to be built around needle beams and micropile cross-bracing. The year-long project attracted public attention and showcased engineering technical prowess.





Santa Teresa Terminal \wedge Santa Teresa, N.M. Wilson & Company, Inc. Salina, Kan.

Three separately located rail operations have been consolidated into a massive, centralized and highly efficient terminal facility. Nearly 12 miles long and encompassing 2,200 desert acres in remote New Mexico, the project includes two fueling platforms two miles apart, which facilitate bidirectional train fueling, servicing and inspection, in addition to more than 50 miles of new track and 23 operational support buildings. Construction of 15 miles of new access roads, along with 2.5 miles of electrical, water and sanitary sewer lines, was also required. At full capacity, the new terminal can process 120 trains with up to four locomotives each day. With its size and complexity, the facility is an extraordinary example of mechanical and electrical engineering coordination.



Groundbreaking engineering design has produced the first-of-its-kind military research facility to prepare U.S. forces to meet rapidly evolving threats. In order to accurately simulate the battlefields of today, the Asymmetric Warfare Group, which researches countermeasures against current and emerging dangers, needed a real-world urban "battle laboratory." The project team had to develop a fully functional small city with corresponding infrastructure that integrated military testing options and venues. The 490-acre center consists of 41 government and residential buildings, an extensive network of roadways, train tracks and an underground subway station with functional subway trains. It also includes a state-of-the-art facility for testing weapons, ammunition and explosives. Techniques and procedures developed at the new "battle laboratory" will help prevent injuries and loss of life to U.S. and allied forces, as well as civilians.





Spring Skate Park and Dylan Park Houston, Texas

Klotz Associates, Inc., Houston, Texas

A unique 10-acre inner-city recreation area featuring North America's largest skate park and an imaginative playground for special-needs children also includes groundbreaking stormwater management. Design elements for the skate park feature a 20-foot-diameter full pipe in a Texas-shaped bowl, backyard-style pools, a sloping snake run and areas for simulated street skating. The special-needs park includes ADAcompliant ramps, tables and playground equipment that expand play options for wheelchair-bound, sightimpaired and autistic children. Engineers also linked nine detention ponds to form a drainage system that carries stormwater off site. Green space is found throughout. The creative design balances championship skateboarding with special-needs accessibility and aesthetics to deliver an attraction that has stimulated inquiries throughout the world.



San Ysidro U.S. Land Port of Entry Modernization \land San Ysidro, Calif.

Magnusson Klemencic Associates, Inc., Seattle, Wash.

The world's busiest land port is now a model "Port of the Future" that has achieved new standards in efficiency, security, aesthetics and sustainability. The 39-acre facility, which processes 50,000 vehicles and 25,000 pedestrians daily, now also features heightened levels of efficiency, visibility and security. This was achieved by the replacement of 70 support columns with four high-performance pylons, the construction of a 30,000-square-foot primary inspection canopy, a 62,000-square-foot secondary inspection canopy, and 26 vehicle processing lanes with two tandem officer booths per lane. Wait times for border crossings have dropped from over four hours to less than 20 minutes. It is the first government-owned 24-hour/365-day facility to achieve LEED Platinum, NetZero Energy and NetZero Water certifications.

NATIONAL RECOGNITION AWARD WINNERS

FIRM NAME	PROJECT NAME	FIRM NAME	PROJECT NAME
ACEC/ALABAMA Krebs Engineering, Inc.	W. Warner Williams Water Resources Complex	Heath & Lineback Engineers Inc. Keck & Wood, Inc.	I-85/Georgia Route-400 Ramps/ N. Fork Creekside Trail North Broad Street Redevelopment
Sain Associates, Inc.	Martin Army Community Hospital		1
ACEC/ALASKA Hanson Alaska (a subsidiary of Hanson Professional Services Inc.)	Alaska's Tanana River Bridge	ACEC/HAWAII Wilson Okamoto Corporation	Honoapiʻilani Highway Realignment, Keawe St. Extension to Lahainaluna Rd.
ACEC/ARIZONA ARCADIS	Advanced Oxidation Process Water Treatment Facility	ACEC/IDAHO Parametrix, Inc.	Idaho Highway 16 Extension
CH2M HILL	Agua Nueva Water Reclamation Facility	ACEC/ILLINOIS AECOM/Parsons Brinckerhoff	Rehabilitation of Wells Street
HDR Engineering	Sun Link Tucson Modern Streetcar	Baxter & Woodman, Inc.	Bascule Bridge Barium/Radium Removal
ACEC/CALIFORNIA AECOM	San Francisco International Airport Runway Safety Area Program	Civiltech Engineering, Inc. Collins Engineers, Inc./TranSystems	Pre-treatment System Algonquin Western Bypass I-90/94 at Ohio Street Replacement
ARCADIS	Whole House Replacement Water Program	Crawford, Murphy & Tilly, Inc.	& Rehabilitation Morgan Street Bridge Community
Degenkolb Engineers/Plant Construction Company HNTB Corporation	Univ. of California/Berkeley Art Museum and Pacific Film Archive San Bruno Grade Separation Project	Hanson Professional Services Inc.	Revitalization Camp Lincoln Headquarters Geothermal System
Kennedy/Jenks Consultants P2S Engineering, Inc.	Waste Food-to-Energy Program Conrad Prebys Aztec Student Union	Huff & Huff, Inc./GRAEF Parsons	Illinois Route 47 Interchange at I-90 New Hastings Bridge over
Stantec	Division 9 Irrigation Enhancement Project	Primera Engineers, LTD	Mississippi River El Centro
T.Y. Lin International/ Moffatt & Nichol (Joint Venture)	San Francisco-Oakland Bay Bridge New East Span	Strand Associates, Inc. T.Y. Lin International, Inc./	Innovative UV Treatment Saves Romeoville Well No. 3 I-294/I-57 Interchange Project
ACEC/COLORADO AECOM	Denver Union Station Transit Center Improvements	Knight E/A, Inc. Thouvenot, Wade & Moerchen, Inc.	Phase One
Hatch Mott MacDonald MKK Consulting Engineers	Sterling Water Treatment System Commuter Rail Maintenance Facility	TranSystems Corporation/Jane Addams Memorial Tollway (I-90) West Team	I-90 Rebuilding and Widening, Western Segment
Wilson & Company, Inc.	Pecos Street over I-70 Bridge Replacement	ACEC/INDIANA American Structurepoint, Inc.	U.S31 Kokomo Corridor
ACEC/CONNECTICUT AI Engineers, Inc.	Connecticut Bus Rapid Transit Guideway	ARCADIS HNTB Corporation	Belmont Advanced Wastewater Treatment Plant Upgrades Big Four Pedestrian Bridge
ACEC/DELAWARE AECOM	Emergency Repairs to Dual Bridges over Christina River	ACEC/IOWA Stanley Consultants, Inc.	Wastewater Treatment Plant Expansion
Landmark Engineering, Inc.	Form + Function Yields Elegant Pond Retrofit	Stanley Consultants, Inc.	West Side Diversion Tunnel
ACEC/FLORIDA Finley Engineering Group, Inc./The Lane Construction Corporation	I-35 Brazos River Bridge	ACEC/KANSAS Burns & McDonnell Burns & McDonnell	Mobile Source Air Toxics Wichita Equus Beds Aquifer Storage and Recovery Project
Atkins/Parsons Brinckerhoff	I-4/Selmon Expressway Connector	Burns & McDonnell	Westar Energy Constructed Wetland Treatment System
Finley Engineering Group, Inc./ Archer Western Contractors	U.S281 Bridge over Colorado River	HNTB Corporation	Amelia Earhart Memorial Bridge over Missouri River
HNTB Corporation/The Corradino Group/AECOM/RS&H	I-595 Corridor Improvements	HNTB Corporation	Kansas Route-18 Improvements (Ogden to Manhattan)
Jacobs Engineering Group, Inc. Kimley-Horn and Associates, Inc. RS&H	Port of Miami Tunnel Miami-Dade County Advanced Traffic Management System Mathews Bridge Emergency Repairs	ACEC/KENTUCKY Biagi, Chance, Cummins, London, Titzer, Inc.	U of K Campus Security Centralization Project
RS&H Wantman Group, Inc.	Weterans Memorial Bridge Big John Monahan Bridge Replacement	HMB Professional Engineers, Inc. Mason & Hanger (a Div. of	Kentucky Route-22 over the Licking River Asymmetric Warfare Training
ACEC/GEORGIA		Day & Zimmerman)	Complex
Hatch Mott MacDonald	Riverwalk – 14th Street Bridge & Plaza	ACEC/MARYLAND Rummel, Klepper & Kahl/URS Corporation/Parsons Brinckerhoff	Intercounty Connector

FIRM NAME	PROJECT NAME	FIRM NAME	PROJECT NAME
A. Morton Thomas and Associates, Inc.	Green Infrastructure - Greening DC Streets	Greenman-Pedersen, Inc. Hardesty & Hanover	Route 46 over Musconetcong River New Jersey Route 1&9T over St.
Sabra, Wang & Associates, Inc. Straughan Environmental Inc.	Baltimore Citywide Signal Retiming Methodology for Pavement Application Using Foam	Hatch Mott MacDonald	Paul's Viaduct Keswick Water Pollution Control Plant Outfall
	Stabilized Base	Hatch Mott MacDonald Hatch Mott MacDonald	Niagara Tunnel Port Mann/Highway 1
ACEC/MASSACHUSETTS AKF Group	Education First North American	Hatch Mott MacDonald	Improvement Project - Onshore Works Reconstruction of N.J. Route-10
Fay, Spofford & Thorndike GEI Consultants, Inc.	Headquarters Runway 33L Improvements Provo Temple Underpinning	Jacobs Engineering Group Inc.	Bridge over Passaic River Delair Bridge Span Replacement
Simpson Gumpertz & Heger Inc. Simpson Gumpertz & Heger Inc.	Be Like Brit Orphanage Suspended Concrete Ceiling	Louis Berger	World Trade Center Redevelopment Program
ACEC/METRODOLITANI WACIIIN	Demolition Above Mass. Turnpike	Michael Baker Jr., Inc.	Inundation Mapping of N.J. Turnpike and Garden State Parkway
ACEC/METROPOLITAN WASHIN AECOM	Virginia Route 50/10th Street and Courthouse Road Interchanges	Michael Baker Jr., Inc.	U.S. Route 1 Adaptive Traffic Signal System
Kimley-Horn and Associates, Inc.	moveDC: Multimodal Transportation Plan	Parsons Brinckerhoff	Bear Tavern Road & Jacobs Creek Road Bridges
Louis Berger	Lincoln Memorial Reflecting Pool Reconstruction	Parsons Brinckerhoff Urban Engineers, Inc./AECOM, Inc./URS Corporation	New Jersey Turnpike Widening Walt Whitman Bridge Deck Replacement
Louis Berger/Hill International Robert Silman Associates	Washington Monument Earthquake Repair Gallaudet University Living	ACEC/NEW MEXICO	перасенен
Robert Silman Associates	Learning Residence Hall St. Elizabeths East Gateway Pavilion	HDR Engineering Wilson & Company, Inc.	City of Aztec Pedestrian Bridge Union Pacific Santa Teresa Terminal
Stantec STV Incorporated	I-595/University Dr. Interchange Reconstruction Crystal City/Potomac Yard	ACEC/NEW YORK ARUP	Fulton Center
31 v Incorporated	Transitway	ARUP C & S Companies	Fulton Center Sky Reflector-Net Sunoco Slurry Process System
ACEC/MICHIGAN Fishbeck, Thompson, Carr & Huber, Inc.	West Circle Drive - Phase 3	Concessi Engineering	Upgrades N.Y. Times Building M/E/P Systems Upgrade
Parsons	I-96/Michigan Route-50 Slide In Bridge Replacement	Erdman Anthony	Forest Home Drive Bridge Rehabilitation
ACEC/MINNESOTA Emmons & Olivier Resources, Inc.	Designing a City for Zero Stormwater Discharge	Viktoria, Seattle, Washington, design Bellevue, Washington, is a 2015 EEA I	ed by Cary Kopczynski & Company, Inc., National Recognition Award winner.
Kimley-Horn and Associates, Inc.	I-494/34th Ave. Diverging Diamond Interchange		
LHB	Greenhouse Gas Regional Indicators Initiative		
ACEC/MISSOURI HNTB Corporation/AECOM/ exp U.S. Services, Inc./Crawford, Murphy & Tilly, Inc.	New I-70 Mississippi River Bridge & Corridor		
Jacobs Engineering Group Inc.	Sanitary & Combined Sewer Overflow Control Program		
Parsons	Hurricane Deck Bridge Replacement		
ACEC/MONTANA HDR Engineering/Morrison	Bozeman Hyalite/Sourdough Water		
Maierle, Inc. Pioneer Technical Services, Inc.	Treatment Plant McLaren Tailings Abandoned Mine		

Site Reclamation

McLaren Tailings Abandoned Mine

U.S. 34 Missouri River Bridge

Sava Bridge and Approach Roads

N.J. Turnpike Widenening Program, Interchange 8, Section 6

ACEC/NEBRASKA HDR Engineering

ACEC/NEVADA Louis Berger

Dewberry

ACEC/NEW JERSEY



FIRM NAME	PROJECT NAME	FIRM NAME	PROJECT NAME
Greeley and Hansen/Hazen and Sawyer/ARCADIS HNTB Corporation	Whale Creek Sludge Dock & Vessels Projects I-84 over Dingle Ridge Road - Rapid Bridge Replacement One World Trade Center	Johnson, Mirmiran & Thompson Urban Engineers, Inc./WRT URS Corporation	Penn's Landing Redevelopment Study Paseo Verde Schuylkill Banks Boardwalk -
Jaros, Baum & Bolles Joseph R. Loring & Associates, Inc. Langan Engineering & Environmental Services, Inc. Mueser Rutledge Consulting Engineers	Latvian National Library New York Police Academy Manhattan West's Platform over the West Side Rail Yard	ACEC/SOUTH CAROLINA Civil Engineering Consulting Service, Inc. Thomas & Hutton	Interstate 20 Widening Traffic Control Colleton Solar Farm
Naik Consulting Group, P.C. Parsons Brinckerhoff/Parsons Transportation Group Robert Silman Associates Syska Hennessy Group, Inc.	Fulton Center Sky-Reflector Cable Net Superstorm Sandy Repair & Rehabilitation - Montague Tunnel Theatre for a New Audience Cornell University Bill & Melinda	ACEC/SOUTH DAKOTA Banner Associates, Inc. HDR Engineering	Bel Brands USA Wastewater Pretreatment Facility Russell Street Reconstruction
Thornton Tomasetti, Inc. Weidlinger Associates, Inc.	Gates Hall Innovation, Science and Technology Building World Trade Center 7: Collapse Analysis and Assessment	ACEC/TENNESSEE LDA Engineering Ross Bryan Associates Smith Seckman Reid, Inc.	Founders Park Music City Center Wolf River Boulevard Connector
ACEC/NORTH CAROLINA McKim & Creed Mulkey Engineers & Consultants	Sea Bright to Manasquan (N.J.) Profile Survey UNC Marsico Hall	ACEC/TEXAS Brown & Gay Engineers, Inc. Burns & McDonnell	Houston's West Side Corridor: Grand Parkway Segment E EnwaveUSA Biomedical Steam Plant
Parsons Brinckerhoff Withers & Ravenel, Inc.	The American Tobacco Trail Pedestrian Bridge Swine Farm Biogas Renewable Energy Project	CDM Smith CH2M HILL Freese and Nichols, Inc.	Sugar Land Surface Water Treatment Plant Wilson Creek Regional Wastewater Treatment Plant Upgrades Texoma-to-Wylie (Texas) WTP
ACEC/OHIO HNTB Corporation	I-90 George V. Voinovich Innerbelt Bridge	Kimley-Horn and Associates, Inc.	Pipeline Extension Advanced Traffic Management System
HNTB Corporation ms consultants, inc. Stantec	Opportunity Corridor Reader- Friendly EIS John R. Doutt Upground Reservoir 5th Avenue Dam Removal & Olentangy River Restoration	Klotz Associates, Inc. Lockwood, Andrews & Newnam, Inc. (a div. of Leo A. Daly) Surveying And Mapping	Spring Skate Park and Dylan Park DART Orange Line Occupied Rail Yard Survey for Union Pacific
ACEC/OKLAHOMA Burns & McDonnell Cabbiness Engineering	Seminole to Muskogee 345-kV Transmission Line Ponca City - Sanitary Sewer Rehabilitation	Unintech Consulting Engineers, Inc. Walter P Moore ACEC/VIRGINIA Brierley Associates Hankins & Anderson	Twin Vehicular Box Tunnels Achieving LEED Platinum at the
ACEC/OREGON Interface Engineering, Inc. OBEC Consulting Engineers	Collaborative Life Sciences Bldg, & Skourtes Tower Interstate 5: Willamette River	Modjeski and Masters, Inc./ Gannett Fleming, Inc. STV Incorporated	Innovation Center Gilmerton Bridge Replacement Project The Moss Arts Center
ACEC/PENNSYLVANIA Gannett Fleming, Inc.	Bridge Project I-81 River Relief Route Emergency Design Work	ACEC/WASHINGTON Buckland & Taylor, Ltd. (COWI) Cary Kopczynski & Company, Inc., P.S.	Milton Madison Bridge Replacement Viktoria
		Hart Crowser, Inc. HNTB Corporation Jacobs Engineering Group Inc./ GeoEngineers, Inc./Site Development Associates Magnusson Klemencic Associates, Inc.	King Street Station Restoration South Park Bascule Bridge Replacement Washington Route 530 Emergency Roadway Reconstruction San Ysidro U.S. Land Port of Entry Modernization
2015 EEA National Recognition Award winner Rehabilitation of Wells Street Bascule Bridge, Chicago, Ill., designed by AECOM/Parsons		ACEC/WISCONSIN AECOM CDM Smith TRC Companies, Inc.	Innovative Remediation & Brownfield Redevelopment 30th Street Industrial Greenway Corridor Solution Beneficial Use of Waupaca Foundry By-Products

ACEC thanks the 2015 Engineering Excellence Awards (EEA) judges and EEA Committee members for their time and dedication to this year's competition.

2015 EEA JUDGES

Paul Kovacs

Chief Judge Illinois Tollway Downers Grove, Ill.

Fiona M. Allen

Trinity River Authority of Texas Arlington, Texas

Colonel Jeff Anderson

U.S. Army Corps of Engineers—District Engineering Memphis Memphis, Tenn.

Michelle Blaise

ComEd Oakbrook Terrace, Ill.

Brian D. Buchanan

VIA Metropolitan Transit San Antonio, Texas

Christi Branscom City of Knoxville Knoxville, Tenn.

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Manhattan College Riverdale, N.Y.

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John McDonald

PECO Philadelphia, Pa.

Mike Owen

Nebraska Department of Roads Lincoln, Neb.

Tom Powers (Retired)

Boston Harbor Island Alliance Newton, Mass.

Tom Powers

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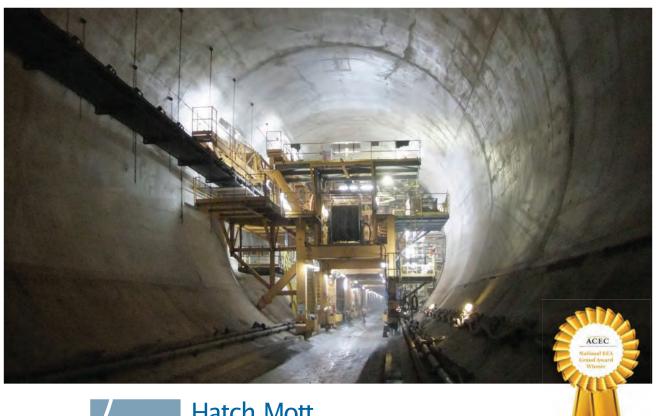
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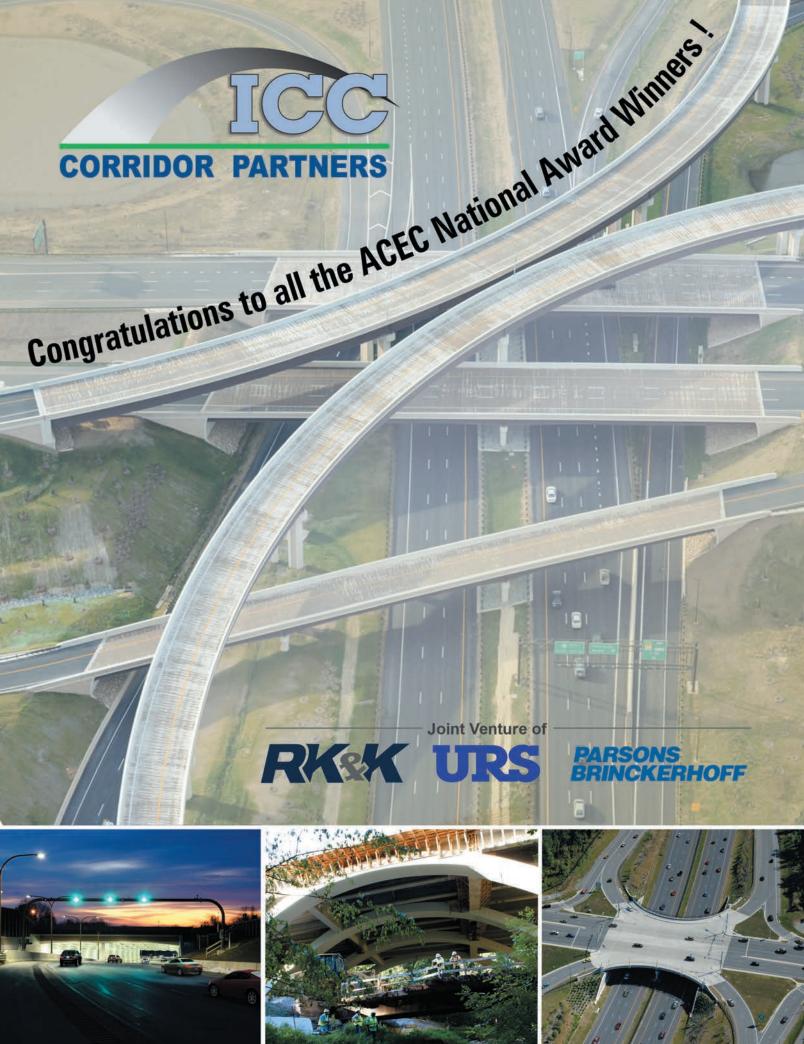
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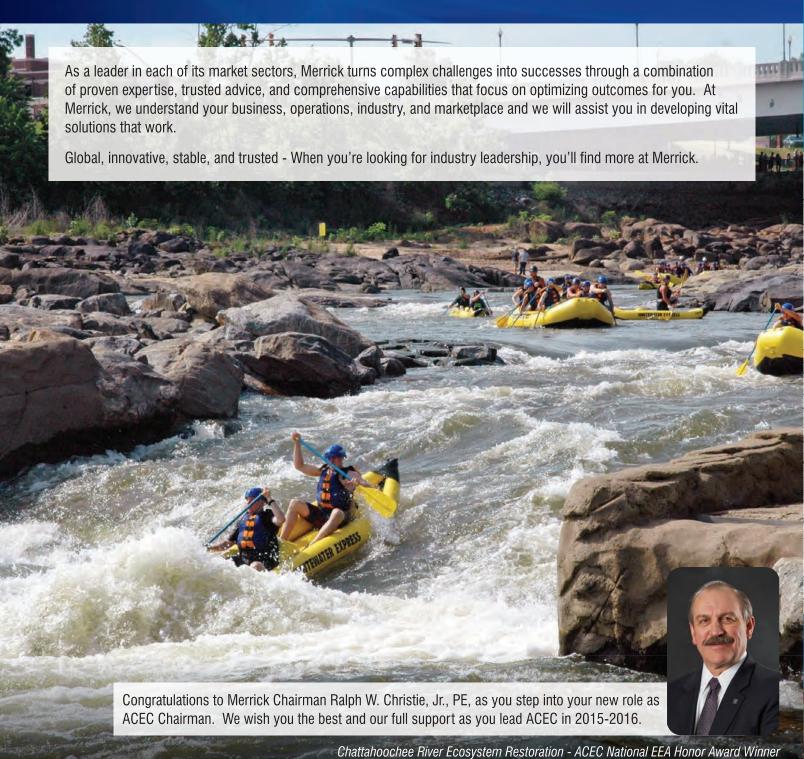


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Spotlight on IT

How Member Firms use social media to build an audience and grow their brand

n 2014, Kansas City-based firm
Burns & McDonnell began
sharing pictures on its Facebook
page from its long, rich history.
Historic photographs of the
Old New England Building
that served as its original
headquarters. Archive pictures of
employees using CAD software on early
computers. Black and white images of its
founders riding in a horse and buggy.

They were all part of a popular trend on social media called Throwback Thursday, or #tbt as it's known online. The images presented a stark contrast to today's vibrant, high-tech engineering firms, though one commenter did remark, "I see the ties haven't changed much."

The posts "serve as a reminder of our tradition of innovation and how we've contributed to that innovation since our founding in 1898," says Amber Carucci, the social media manager at Burns & McDonnell. "As a result, we've seen our engagement levels spike on Thursday, especially among our employees and other community-based organizations."

Participating in Facebook campaigns like Throwback Thursday is just one of many ways engineering businesses can tap into the growing phenomenon that is social media. Encompassing a digital blur of posts, tweets, likes, videos and other content that's shared worldwide, social media has

gone way beyond being simply a forum for people to make contact with others.

Why Be Social?

For companies, including engineering and design firms, social media offers not just a way to promote products, services or membership. It has become embedded in virtually every corner of commerce, communication and business throughout the world and presents limitless opportunities to enhance the business. For many, it has become the cornerstone of image building and branding.

"We use social media for outreach to clients, employees, media and the general public," says Jacqueline Fox, a senior public relations manager at HDR Corporation. "We began in 2010 with Twitter, Facebook and a design blog called BLiNK. Topics range from sustainability issues to gender leadership issues and much more. We're



We make a conscious decision to share a mix of content focused on interesting engineering and industry breakthroughs, innovations, iob interview tips as well as advancements in science, technology, engineering, math [STEM] educational programs." AMBER CARUCCI **BURNS & McDONNELL**

still using those channels but have added other channels, including Instagram."

There are several reasons why it makes sense for firms to be social. One is to use social media as the nexus of communications with targeted audiences, whether it's customers, business partners, advisors or prospective employees.

"Social media is the online version of networking," says Sylvia Montgomery, senior partner at Hinge, a firm that provides branding and marketing services for professional services companies.

"Engineering firms can think of social media as a tool for taking traditional networking to the online realm," Montgomery says.

"Traditional networking through trade shows, conferences and other events is still important. But the rise of social media has created a new

way to connect with other professionals and influential figures in the engineering industry."

Beyond Facebook

The Internet offers a number of choices when it comes to social networks. Each of these can deliver benefits for firms, whether it's for communications, branding, client engagement, customer service or other areas.

LinkedIn has become one of the top networking platforms for professional services firms. Hinge's research study on online marketing showed that the site ranked tops among executives when they were asked to rate the effectiveness of several social media platforms.

"LinkedIn is a valuable resource for finding potential partners, clients and employees by building a network of useful contacts," Montgomery says. She recommends that firms, in addition to creating a company page on LinkedIn, join and participate in LinkedIn Groups, which are industry-specific areas of LinkedIn. Montgomery says groups offer "great opportunities to demonstrate your expertise, connect with other members, and share your firm's content to drive relevant people to your firm's website."

Twitter can function as an industryspecific micro-blog community, and is a good resource to share blog posts and company updates. On Twitter, firms can tweet links to news releases, job fairs and various content such as white papers. Engineering firms can also use Twitter to collaborate with industry thought leaders and build business relationships within the industry.

> YouTube has become the main online resource for sharing multimedia content, such as videos and narrated slide presentations, and is a highly used search tool. Engineering firms can share video content about its services to a large audience.

> Videos and images can also be "pinned" to another social media site, Pinterest, to provide an opportunity to drive more traffic back to the firm's profile. Pinterest is a visually oriented community based almost entirely on posting images. Many engineers use Pinterest to illustrate completed projects as well as find inspiration from others.



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Strategy First

Any firm that's serious about making social media work needs to first create a social media strategy, Montgomery says. This should include determining the purpose of the social media program, specifying and researching the target audiences, select-



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ing the appropriate social media channels, developing implementation tactics and pinpointing program goals and how to measure the results.

One of the most valuable ways firms can use social media is to drive traffic to their website or to specific pages within the site. To reach new audiences, include hashtags that reference project names on Twitter posts, display branding on Facebook photos, and add weblinks to YouTube videos.

"Many of these visitors will already have a sense of you as a firm, based on what they've learned on social media about how you think and what you have to say," Montgomery says. "This is one reason why traffic from social media can help boost conversions and grow your email list. Social media gives your audience a way to get to know your firm and then access the rest of your online presence."

But it's not all about pushing your website on social media users.

"Make sure to balance self-promotion, such as 'Read our new blog post,' with promotion of others—sharing relevant and educational content from other engineering industry players," Montgomery

says. "On social media, you should observe what is called the 80/20 rule: 80 percent of your activity is engagement with others' content, and 20 percent is promoting your own content."

At Burns & McDonnell, Carucci says, "We make a conscious decision to share a mix of content focused on interesting engineering and industry breakthroughs, innovations, job interview tips as well as advancements in science, technology, engineering, math [STEM] educational programs."

It is this type of branding via social media that allows businesses to offer the public a true sense of its core values and beliefs. Social media can also serve as the prime marketing tool for your services. "From a marketing and client attraction standpoint, there has been a paradigm



"On social media, you should observe what is called the 80/20 rule: 80 percent of your activity is engagement with others' content, and 20 percent is promoting your own content."

SYLVIA MONTGOMERY HINGE

shift in the way buyers learn about potential professional service providers," Montgomery says. "Buyers have turned decisively toward online sources of information, including social media."

According to a recent survey of 1,028 professional services buyers by Hinge, about 60 percent check out professional services providers on social media. The result is social media has eclipsed many other formal references as a source of information.

As social media becomes so critical to your firm's identity, you can also begin to use it to track brand awareness.

Montgomery says, "Social 'listening' tools can simplify this process, alerting you to mentions of your firm and even allowing you to compare your own social profile to that of your competitors." Such tools include Google Alerts, IceRocket and Social

Mention.

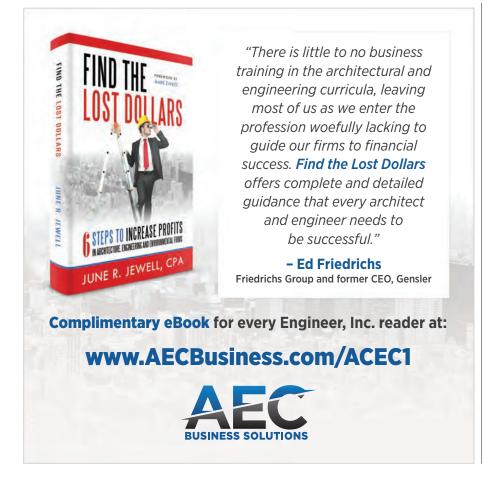
Firms can also use social media to aid with recruitment efforts. "Social media is an important platform for generating thought leadership and brand awareness, for educating the public about projects and soliciting their feedback, and for familiarizing people with your company's culture," Fox says. "Culture is particularly important in recruiting. People want to know what kind of company they're joining."

Making an Impact

Many businesses using social media are focused on creating content that goes "viral." This can certainly lead to broad exposure, but it shouldn't be the only goal.

"Instead of aiming for your social content to go viral, focus on ensuring your social content truly connects with your target audience in a meaningful way, meaning that it's something that they find interesting, outrageous, hilarious, cool or similar, and going viral will happen naturally," Montgomery says. ■

Bob Violino is a business and technology writer based in Massapequa Park, N.Y.



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PUTTING YOUNG MINORITY ACHIEVERS ENGINEER TRACE By George Lorenzo PUTTING YOUNG MINORITY ACHIEVERS ACHIEVERS ACHIEVERS FOR THE PROPERTY ACHIEVERS A

ergio "Satch" Pecori began his career at Hanson Professional Services when he was a high school student employed as a gofer at the firm's headquarters in his hometown of Springfield, Illinois. At the time, "I had no idea what an engineer was," he says.

Today, more than 40 years later, Pecori is president of Hanson, and he's making a point of helping other young people discover engineering. His firm, which employs about 400 people in offices nationwide, coordinates a program called "Grow Our Own" that introduces young minority students to education and career opportunities in the science, technology, engineering and mathematics (STEM) arena.















Grow Our Own is the result of an agreement between Hanson, the City of Springfield and Sangamon County, Illinois. Each committed \$20,000 annually for an initial two-year plan with the possibility of renewal upon completion.

Since officially launching in December 2013, Grow Our Own has been a huge success. Through a variety of outreach and education programs, the initiative has exposed more than 50 promising young students (with more on the horizon) to engineering education and careers.

Generation Next

"We got involved because we thought it was the right thing to do," Pecori says. "We were looking at how we could engage these younger people with the possibility of hiring them in the future. We were looking at making our company more diverse. We are more diverse in our other offices (22 across the country) than in our office headquarters."

To generate interest, Pecori enlisted his alma mater, the University of Illinois at Urbana-Champaign, and RailTEC, its award-winning railroad engineering program. RailTEC Executive Director Christopher Barkan says, "The average person does not always appreciate the role of engineering in their lives. These neighborhoods in Springfield are suddenly confronted with a big construction project. Engineering is a tremendous career opportunity, and few students understand that these are careers that would allow them to work on designing, planning and constructing projects such as this-literally in their back yards."

RailTEC conducts research and develops advancements in rail transportation, which is undergoing a technical revolution in the United States. The nation's railways have begun to



"We were looking at how we could engage these younger people with the possibility of hiring them in the future. We were looking at making our company more diverse."

SERGIO "SATCH" PECORI HANSON PROFESSIONAL **SERVICES**

implement new and exciting technologies as well as draw upon cutting-edge developments from other engineering fields that are vital to the constantly changing demands of today's rail transportation.

"We would like to see this expand with more people getting involved from more communities," says Tyler Dick, RailTEC's director of education. "I think it would be great for building awareness in these different science, technology and engineering careers and activities within the state of Illinois and across the country. We are excited to grow this partnership."

Reaching Out

To help achieve the goals of the program, Grow Our Own operates a website to inform and interact with the public. It also hosts annual workshops in Springfield, where local stakeholders have the opportunity to nominate students for the program. School principals, guidance counselors, teachers and representatives from minority organizations refer high-aptitude minority students enrolled in STEM courses who could benefit from involvement in the program.

Participants in the workshops identify a wide range of factors crucial to the program's success.

They discuss ways to involve parents so that students remain committed, and they receive assurances that program members will be supported with transportation assistance to attend educational events and that any administration fees for Grow Our Own activities will be covered.

Kevin Seals, chief environmental scientist at Hanson and coordinator of Grow Our Own, says students selected for the program are high-achieving minority students who have an interest in STEM.

Success Factors

Hanson has sponsored 47 students from Springfield high schools and middle schools, who attended the University of Illinois at Urbana-Champaign's annual Engineering Open House in 2014 and again in 2015.

"There was a lot of enthusiasm," says Dick, who helped coordinate the open house. "There are hundreds of displays. Every single engineering and science department has displays set up, and it is largely student-driven. Upper-level undergraduates and graduate students put together these displays with the support of faculty and staff."

Hanson also hired one college-aged student and two high school seniors for a 2014 summer internship program at its Springfield office with plans to do the



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same in 2015. The City of Springfield and the Illinois Department of Transportation also hired summer interns participating in the Grow Our Own program.

One of Hanson's interns, Harrison Williams, is now pursuing a bachelor's degree in civil engineering at the Georgia Institute of Technology. "Hanson's internship opportunity allowed me to understand the practical applications of things I learned in school," he says. "I could never imagine concepts such as interpolation, statistical analysis and calculus-based applications would be so common and useful in the real world."

Another high-school summer intern, Alexander Diop, is pursuing a bachelor's degree in computer science at Tuskegee University. "Scholastic performance can only take you so far," he says. "To be successful

in anything, you must also learn from lessons not written in books. I learned an immense amount throughout my summer with Hanson."

Community Impact

Grow Our Own has generated tremendous goodwill and attention in Spring-



"Scholastic performance can only take vou so far. To be successful in anything, you must also learn from lessons not written in books. I learned an immense amount throughout my summer with Hanson." ALEXANDER DIOP

field and beyond.

"We are giving these students the opportunity to work for a major international engineering firm located right here in Springfield," says former Springfield Mayor Mike Houston. "There is a large demand for minority students in the engineering field. They can have a very good quality of life without seeking someplace else to live and work."

Darlene Marlin, senior director of education and youth development for the National Urban League, says she would like to see the Grow Our Own program adopted by other cities. She says the Springfield initiative parallels with the Urban League's "Project Ready" program, which targets African-American and other urban youth students in grades 8 through 12 and prepares them for

college. The program emphasizes academic progress, cultural enrichment and the development of other important skills, attitudes and aptitudes that will aid their transition from high school and position them for post-secondary success. The Grow Our Own program could be a great enhancement to Project Ready.

"I believe the Grow Our Own program that Hanson has created is truly cutting-edge," Marlin says. "When I first heard about the program, I thought it was a fantastic initiative and something that would benefit all of our Urban League affiliates. Creating an approach where community leaders are key stakeholders, in an effort such as this, takes the concept of community investment to an entirely new level."

Seals says minority interest groups appreciate the opportunities Grow Our Own offers to disadvantaged youth in the community. "We have gotten a lot of accolades in the minority community in Springfield. Word has spread around town, and it has been very well received."

For engineers at Hanson, the initiative has been very gratifying. "We have had the opportunity to observe and to see the excitement from some of them who said, 'Wow, this is something I am really interested in," Pecori says. "We have opened up some enthusiasm and passion that probably would not have been opened up if they had not gotten this opportunity. Not only is that a favorable sign for our company, but I think it really sets a nice tone for the rest of our people—they have enjoyed working with these young people as well." ■

George Lorenzo is a freelance business, education and technology writer based in Williamsville, N.Y.





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ACEC/PAC Continues

RECORD PACE



Congressman Mike Fitzpatrick (R-Pa.) (center), who sits on the House Committee on Financial Services, met with ACEC/Pennsylvania leaders at Pennoni Associates, Inc., headquarters in Philadelphia. Also pictured (left to right): Herb Long, III, Legion Design; Paul Archibald, McCormick Taylor; David Lowdermilk, Parsons Brinckerhoff; Herb Long, Jr., Legion Design; Tony Bartolomeo, Pennoni; James Markham, Pennoni; Gary Snyder, Black & Veatch; and Jim Maloney, Johnson, Mirmiran & Thompson.

CEC members raised \$835,000 for ACEC/PAC in 2014—the PAC's best fundraising year ever. The PAC's record-setting fundraising pace is continuing in 2015, with over \$400,000 raised in the first four months of the year, toward a target of \$1 million.

The combined fundraising total for the 2013–14 federal election cycle was \$1,630,000, which broke the previous record. According to the Federal Election Commission, ACEC/PAC is now the largest federal PAC in the design and construction industry, surpassing the Associated Builders and Contractors PAC for the first time.

The increase in ACEC/ PAC fundraising has been propelled by Member Organizations meeting their individual state goals. A record 37 states made goal—an increase over 2013's 33 states. Two state organizations (ACEC/Florida and ACEC/Vermont) met their respective state goals for the first time; and ACEC/

New York set a record for the most funds raised by an individual state in a single year: \$66,000.

ACEC/PAC also established a new record for

federal candidate disbursements, spending \$1,875,000 in 2013–14, an increase of nearly \$500,000 from the previous cycle. ACEC's political influence was further bolstered by the 98 congressional events either organized or co-hosted by ACEC/PAC in 2014.

The following is a list of the 2014 ACEC/PAC contributors. States that made their ACEC/PAC fundraising goal in 2014 are marked with an asterisk (*), and state PAC Champions are listed in **bold**.

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meets with Members of Congress. Pictured left to right: Rep. David Joyce

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U.S. Senator Cory Gardner (R-Colo.) (fifth from left), a member of the Energy and Natural Resources; Small Business and Entrepreneur; and Commerce, Science, and Transportation committees, meets with members of ACEC/ Colorado. Also pictured (from left to right): Mike Ellsberry, MKE Engineering; ACEC/Colorado National Director Rob Refvem, Felsburg Holt & Ullevig; Gregg Ten Eyck, Leonard Rice Engineers; ACEC Chairman Ralph Christie, Merrick & Company; Dave Merritt, AECOM; ACEC/Colorado Executive Director Marilen Reimer; ACEC/Colorado President Peter Monroe, Monroe & Newell; Mark Hamouz, Alfred Benesch; Greg Roush, Leonard Rice Engineers; and Chris Sherry, Merrick & Company.

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Senator James Lankford (R-Okla.)(center), with ACEC/Oklahoma members: (left to right) Steve Ford, ZFI Engineering; Joe Davis, Triad Design Group; Alan Soltani, Olsson & Associates; Jim Benson, Poe & Associates; David Streb, Poe & Associates; and Todd Cochran, Schemmer Associates.

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Guest Column

How An Outside Director Can Bring Value to Your Board



strong board of directors is a cornerstone of good governance, and adding outsiders is an important way to strengthen the board.

Independence

Outsiders can enter discussions and make decisions free of any concern about where they fit in the firm's organizational structure. That freedom provides a crucial perspective, for example, on the important job of reviewing the CEO's performance, establishing compensation, and planning for CEO succession when the need arises. Having independent directors (two is better than one!) allows the entire board to perform its role at a higher level. Independent



Doug Thompson

directors on the audit committee, for example, greatly enhance the board's ability to perform financial oversight since they are not part of the management system.

Strategy

Many business experts believe that strategy is the most valuable domain in which the board contributes to the firm—and strong boards are known for thinking strategically. While internal board members certainly bring crucial strategic thinking to the task, someone from outside the firm is more likely to see things differently, spot emerging facts, and challenge others to look at problems in a new light. By challenging the thinking of other board members, outsiders help the board rise above dayto-day operations to consider the bigger picture. This strategic thinking may shed new light on issues such as new markets to enter or competitive advantages to achieve through technology or talent acquisition/retention. Outside board members also may be less likely to nix innovative thought with the "we already tried that" refrain that too often fills boardrooms. Finally, adding outsiders to the board allows firms to tap into talent that may not exist within the organization. Such expertise may be in areas that are strategically important to the firm's future, such as rapid growth and international projects, or it may encompass supporting competencies, such as finance, risk or human resources.

Implementation

To realize the potential value that outside board members bring to an organization, a firm's leaders must understand what they are looking for in a board member and ensure that candidates match those criteria and fit well within the organization. Board members also must understand what it means for an outsider to join them in the boardroom. In most cases, internal boards have been working together for many years and have developed long-standing relationships—adding an outsider can present a challenge. It takes effort from both existing board members and new outsiders to make the relationship work.

One word of warning: Do not bring in an outsider to fix a broken board. If you have a dysfunctional board, you are better off resolving those problems before searching for an outside board member.

To successfully bring on an outsider, boards should:

- Have an open discussion about what they hope to accomplish with an outsider at the table. This discussion should include the pros and cons, and it should conclude with a decision about whether an outsider is right for your hoard.
- Develop a list of talents you are searching for and criteria for how you'll evaluate the candidate.
- Create a list of potential candidates. Many firms have found valuable board members from the leadership of noncompeting engineering firms. Diversity may also be a consideration.
- Once the candidates have been selected, work hard to integrate them into the board. Integration should include an orientation to the firm's leadership and operations. Communicate with shareholders why you have decided to add an outside member.
- Evaluate how well the new situation is working, and make changes as needed. Such changes may involve the director, or they may concern the culture in the boardroom.

Doug Thompson has been providing management-consulting services to the A/E/C industry for over 20 years and specializes in governance. The website for Thompson Governance Solutions is www.thompsongovernance.com, and readers can contact him at doug@thompsongovernance.com or 616-288-6127.

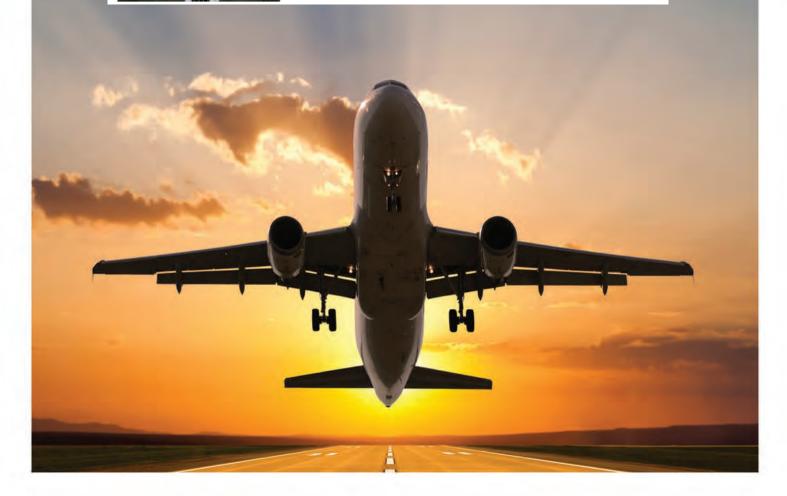
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- Richard Scruton, PE, CEI ECS Principal



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Business Insights

Expert Witness Course Emphasizes More than On-Stand Demeanor

Since its launch in 2009, ACEC's popular course, *Applying Expertise as an Engineering Expert Witness*, has trained hundreds of engineers in the fine art of providing expert testimony, a vital component of American jurisprudence. An expert witness not only reviews and evaluates complex technical issues but explains them in simpler terms to juries or triers of fact.

The program focuses on how to conduct oneself when being cross-examined on the witness stand, yet it underscores that what takes place outside of the courtroom during discovery and depositions and when writing reports is even more important. In fulfilling the role of an expert, professional engineers should be unbiased by the adversarial nature of most court disputes. Instead, they are an officer of the court and not an advocate to the side that hired them.

The course takes participants step-by-step through the ramifications and expectations of effectively serving as an expert witness. It is designed for engineers, architects and surveyors interested in taking an engagement as an expert or as an added client service. The next day-and-a-half course will be held in Denver on June 4 and 5. Visit www. acec.org/education/seminars for the course outline and to register.

New Capture Planning Guide

Capture Planning for Private Client Practices is a newly



released ACEC publication designed to help firms focus on client needs, and develop an effective strategy for winning work based on competitive intelligence and relationships.

Client relationship development is integrated throughout the capture plan process—as opposed to getting to know a client irrespective of viable project opportunities.

It is a dynamic and iterative

process designed to allow for modification when new information about the client and competition is obtained.

For more information or to order this publication, go to ACEC's website at **www.acec.org** and click the "Publications" tab.

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ACEC On-Demand Webinars provide a wide range of educational opportunities on critical engineering business topics to help Member Firm leaders keep their companies thriving. Approximately 90 recorded webinars cover finance, marketing, contracts, risk management, and other key business concerns—each offering 1.5 PDHs when completed.

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hours (PDHs) obtained from these providers can be reported to state licensing boards with confidence of acceptance. These providers and their educational offerings are available on the RCEP Master Calendar of activities utilized by A/E/C



industry professionals needing continuing education hours.

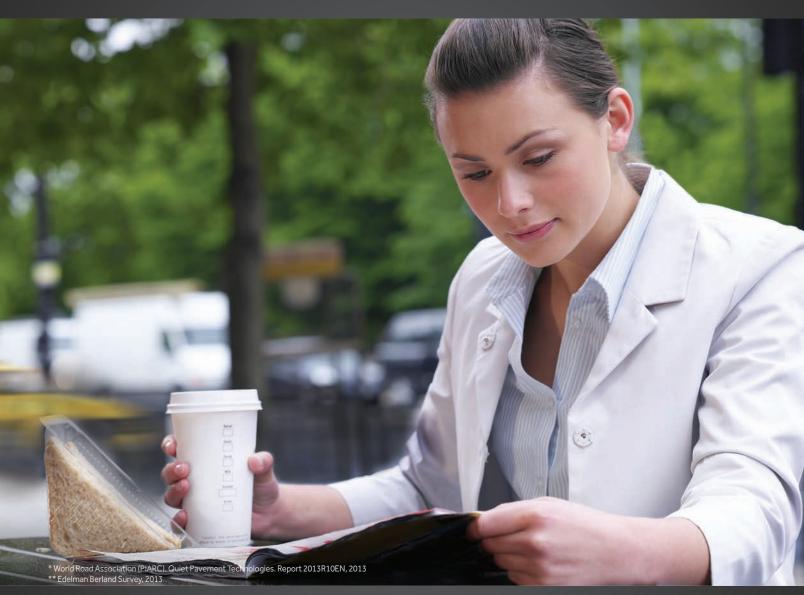
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Members in the News

On The Move

In a planned succession at **Louis** Berger, D. James Stamatis will become CEO on July 1, 2015, when current president and CEO Nicholas J. Masucci transitions to chairman. Stamatis served as president since 2012. Thomas Topolski, executive vice president and managing director for the Middle East and North Africa, will assume the international president role, which is based in Paris.

Dan Koelliker was appointed president of Beaudin Ganze Consulting Engineers, Inc. (BGCE), following an ownership transition in March. Co-founder Denis Beaudin, former president and majority owner, completed the transition to Koelliker and other members of the senior leadership team.

John V. Ambrose was named president and CEO of Baxter & Woodman, succeeding Steve A. Larson, who retired in April after 42 years with the firm. Larson served as president and CEO since 2009.

New York City-based STV announced the following appointments: Jon Miller joined the firm as executive vice president and will lead the Buildings & Facilities Division in the New York office; Richard Winokur was promoted to vice president and will continue as technical director for the architectural staff in the firm's Building & Facilities Division; and John K. Tomann, based in New York, was promoted to vice president and is the firm's corporate quality director.

ACEC National Vice Chairman Philip Houser joined Alfred Benesch & Company as director of quality management. Houser comes to Benesch from the Farnsworth Group, Inc., where he served as a principal and risk manager for 15 years.

Doug Dayton was promoted to president of Professional Service Industries, Inc. (PSI). Dayton, who most recently served as COO, will split his time between Dallas, Texas, and Chicago, Ill. David L. Orr joined the firm as senior vice president within its National Sales Group and will be based in Orlando, Fla.

Michele Herlein joined Nashville, Tenn.-based Barge, Waggoner, Sumner & Cannon, Inc., as chief human resources officer. Christopher A. Provost joined the firm as chief strategies officer. Previously, he served as senior vice president at CDM Smith in Nashville.

Brett Williams was promoted to president of the New England office of Burns & McDonnell in Wallingford, Conn.

Bernie McInally joined Psomas as vice president and survey team leader. He will also assist with business development throughout Southern California.

Kristie Casarez joined Seattle-based Parametrix as vice president of operations for the Puget Sound Region. She will oversee the water/wastewater and environmental planning and compliance divisions.



D. James Stamatis



Thomas Topolski



Dan Koelliker



John V. Ambrose



Jon Miller



Philip Houser



Doug Dayton



David L. Orr



Michele Herlein



Christopher A. Provost



Bernie McInally



Kristie Casarez

Members in the News

Welcome New Member Firms

ACEC/Alabama

Building & Earth Sciences, Inc., Birmingham Consulting Construction Engineering, Birmingham

ACEC/Arizona

ASEI Engineering, Phoenix KC Mechanical Engineering, Tucson McGrew Consulting Engineers, LLC, Scottsdale

ACEC/California

AYCE Consulting Engineers, Inc., Rancho Santa Margarita BSE Engineering, Inc., San Diego Farzad Naeim, Inc., Irvine Giersch & Associates, Inc., Madera Pacific Advanced Civil Engineering, Inc., Fountain Valley

RGH Consultants, Santa Rosa Yeh and Associates, Inc., Grover Beach

ACEC/Colorado

Boulder Engineering Company, Boulder

ACEC/Connecticut

BSC Group, Glastonbury

ACEC/Florida

Clearview Land Design, Tampa Cronin Engineering Inc., Naples Fieldstone Project Management, Marco Island Ghyabi & Associates, Inc., Ormond Beach Infinity Engineering USA, Inc., Tampa PI Consulting Services, LLC, Oviedo Traffic & Mobility Consultants, LLC, Orlando Water Resources Associates, Inc., Tampa

ACEC/Georgia

Civil Design Solutions, LLC, Warrenton Contour Engineering, LLC, Kennesaw George Engineering Associates, LLC, Newnan KBK Structural Design, LLC, Buford LeCraw Engineering, Inc., Suwanee MR Systems, Inc., Norcross **OLH Inc.**, Sandy Springs Spicer Group, Inc., Atlanta York & Associates Engineering, Inc., Bainbridge

ACEC/Hawaii

Kukulu, LLC (dba Kukulu AE), Honolulu

ACEC/Illinois

GESTRA Engineering, Inc., Chicago ITS Engineering Ltd., Kildeer NASHnal Soil Testing, LLC, Naperville

ACEC/Maine

WBRC Architects - Engineers, Bangor

ACEC/Massachusetts

TEC, Inc., Lawrence Turino Group, Providence, R.I.

ACEC/Michigan

Carter & Associates Engineers, LLC, Lansing Jacobs Gate & Associates, LLC, Detroit Quandel Consultants, LLC, Ann Arbor Snyder & Staley Engineering, Saginaw

ACEC/Minnesota

Asche Engineering LLC, Alexandria Emmons & Olivier Resources, Inc., Oakdale

ACEC/Mississippi

Engineering Resource Group, Inc., Jackson

ACEC/New Mexico

Nelson Consulting, Inc., Farmington

ACEC/North Carolina

LJB Inc., Durham

ACEC/Oregon

Fluent Engineering, Inc., Salem NW Engineers LLC, Hillsboro Westlake Consultants, Inc., Portland Wolf Water Resources, Portland

ACEC/Tennessee

Structural Design Professionals, PLLC, Murfreesboro

Wolverton & Associates, Inc., Nashville

ACEC/Texas

bd Structural Engineers, LLC, San Antonio Bozeman Engineering, Inc., Houston GL PWR Solutions, Dallas Gonzalez De La Garza & Associates, San Antonio

I.S. Engineers, LLC, Houston iGET Services, LLC, Houston **Integrity Forensics and Engineering**, Sanger Maldonado-Burkett ITS, LLP, Austin SE3 LLC, Addison

ACEC/Utah

Anderson Engineering Co., Inc., Saratoga Springs Job Industrial Services, Inc., Salt Lake City

ACEC/Virginia

Kline Engineering & Consulting, LLC, Manassas

ACEC/Washington

2G Associates, Inc., Vancouver BCRA, Tacoma Erlandsen & Associates, Inc., Brewster Williams Management Services, Bothell

ACEC/Wvoming

Western Engineers & Geologists, Inc., **Rock Springs**

Calendar of Events

JUNE

- Are You Fighting Fires Instead of Managing Your Employees?
- 4 Six Steps to Increase Profitability in Engineering Firms (webinar)
- Applying Expertise as an Engineering Expert Witness, Denver, Colo.
- The 21 Best Differentiators for Your Firm (webinar)
- 10 Why Clients REALLY Select Your Firm (webinar)
- 11 Present with More Power and Less PowerPoint: How to Grow Your Influence AND Your Business (webinar)
- 16 Raise Your Marketing ROI (webinar)
- 18 Talent Management Explained (webinar)
- 23 Best Practices for Highly Effective Boards (webinar)
- 25 Mobile and Field Technologies for Engineers (webinar)

JULY

- Deal Makers and Deal Breakers (webinar)
- How to Win a Pitch: The Fundamentals That Will Distinguish You From Your Competition on the Short-List (webinar)

SEPTEMBER

- Organizing with Outlook 2013 for Busy People (webinar)
- 9 Liability IQ and Review (webinar)

To sign up for ACEC online seminars, go to www.acec.org/education.

Additional information on all ACEC activities is available at www.acec.org.

Mergers and Acquisitions

How Engineering Firm Divestitures Can Be a Win-Win

ost of the conversation about mergers and acquisitions (M&A) activity in the engineering industry focuses on one firm being bought by another.

A much less common approach is a divestiture where one firm sells a portion of its business (usually an office, a division, a subsidiary, or a business unit) to another. This is sometimes referred to as a "carve out," as the operation needs to be disconnected from the original owner and then "plugged in" to the buyer's operations. So far in 2015, we've seen quite a few strategic divestitures among industry firms.

The key to making a divestiture successful is finding the right home for the part of the business being sold. Firms often discover that certain business segments are no longer aligned with their future goals and objectives. Yet, these segments can often be more effectively leveraged by another firm, where they fit squarely within a different long-term strategy.

The recent transaction where

ACEC member T.Y. Lin International purchased Lindbergh & Associates (Charleston, S.C.) from fellow ACEC member firm O'Brien & Gere is a good example. The deal truly created a win-win situation that enables both firms to advance their respective growth strategies. The addition of L&A provided T.Y. Lin a platform to strengthen and diversify its markets across the Southeast and build its federal services program—both key strategic objectives for the firm. The divestiture allows O'Brien & Gere to reallocate and align resources toward its acquisitive growth strategy for its advanced manufacturing, energy, environment and water brands in the Southeast and nationwide.

Finding the right strategic partner for the transaction allowed both firms to advance their respective strategies.

Another example is when ACEC member Terracon Consultants announced in March the ownership of a new office in El Paso that was previously owned by ACEC member Raba Kistner Consultants (San

Antonio, Texas). Raba Kistner's El Paso office will transition its employees, equipment, and current projects to Terracon, allowing for continuity of that operation. Terracon also added two soils testing and materials laboratories in Vernon Hills, Ill., and Green Bay, Wis., most recently operated by AECOM (Los Angeles, Calif.) and previously owned by STS Consultants. These additions allow Terracon to further expand its geographic footprint and add to its core services.

Under the right conditions, a divestiture can create winning situations for both buyers and sellers. The key is making sure the strategies for both are aligned with the goals of the transaction and providing for a seamless transition for employees, clients and projects.

Recent ACEC Deal-Makers April 2015

ACEC Member NV5 (Hollywood, Fla.) acquired Mendoza & Associates (San Francisco, Calif.).

ACEC Member Terracon Consultants (Olathe, Kan.) acquired Argus Pacific (Seattle, Wash.).

Sprinkler Technology **Design, Inc.** (Bozeman, Mont.) merged with ACEC Member Coffman Engineers (Seattle, Wash.).

March 2015

ACEC member Braun Intertec (Minneapolis, Minn.) acquired ACEC Member Peer Engineering (Eden Prairie, Minn.).

ACEC member O'Brien & Gere (Syracuse, N.Y.) acquired Schuyler Engineering (Lindenhurst, N.Y.).

ACEC Member Firm **STV** (New York, N.Y.) acquired **Diversified Project Manage**ment (DPM) (Newton, Mass.).

ACEC member Rick Engineering Company (San Diego, Calif.) and Mooney Planning Collaborative (MPC) (San Diego, Calif.) announced the merger of the two firms.

ACEC Member Firm Pennoni (Philadelphia, Pa.) acquired the assets of ACEC member Jones-Stuckey (Columbus, Ohio).

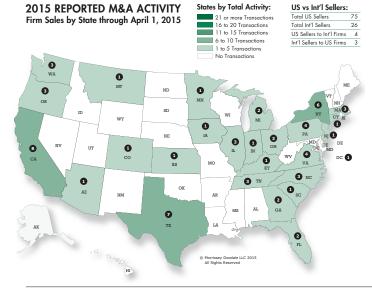
ACEC member Parsons (Pasadena, Calif.) acquired T.J. Cross Engineers (Bakersfield, Calif.).

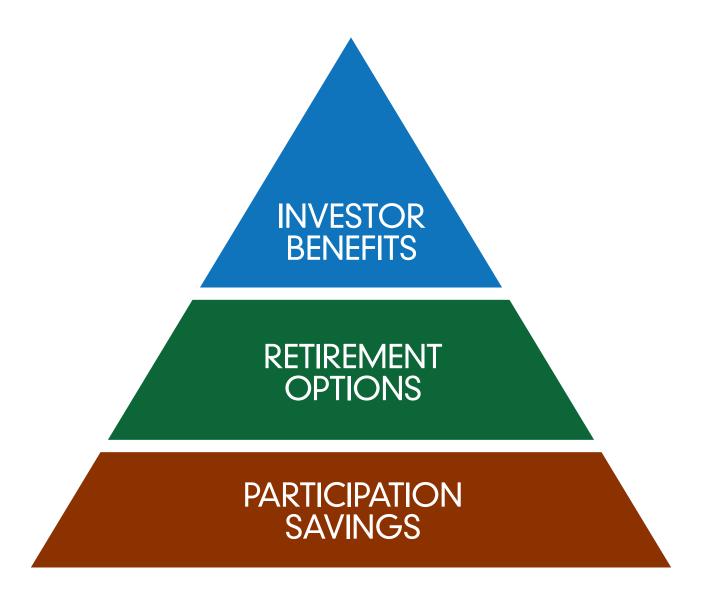
To view the most up-to-date and "live" versions of the M&A heat maps and to see who are the buyers and sellers in each state, go to www.morrissey goodale.com.

Watch the M&A Takeaway video that accompanies this article, presented by Mick Morrissey, at www.morrisseygoodale. com/ACECMergers/ MayJune2015.



Neil Churman is principal consultant of Morrissey Goodale LLC — a strategy, M&A and human capital solutions firm serving the A/E/C industry. Churman, who is based in the firm's Houston, Texas, office, can be reached at nchurman@ morrisseygoodale.com.





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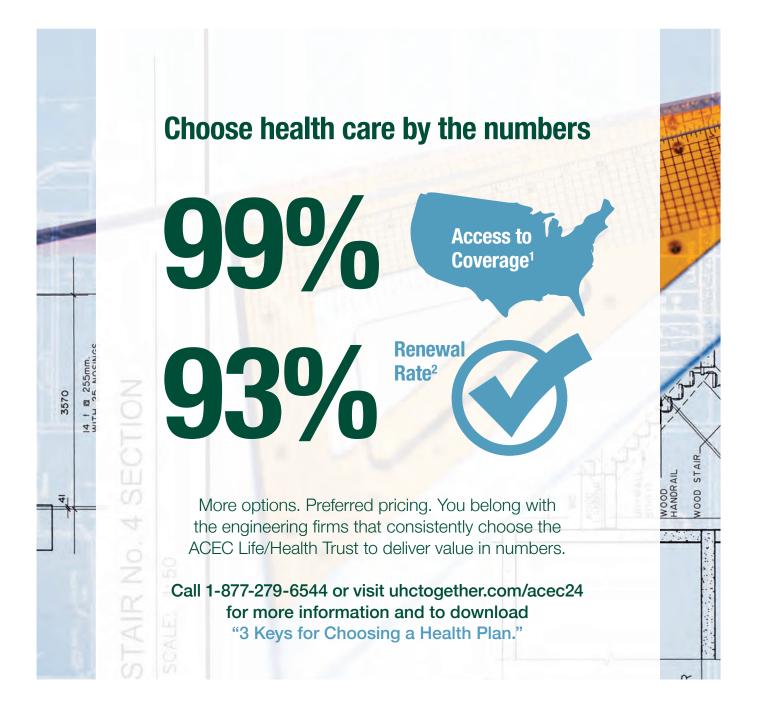
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